



Australian Government  
Civil Aviation Safety Authority



# ANNUAL REPORT

2022-2023

## Acknowledgement of country

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



*Our Way*, an artwork commissioned by CASA in 2019, reflects the story of CASA's recruitment, employee retention, and cultural engagement with Aboriginal and Torres Strait Islander peoples. James Baban painted a sky-blue background with circles in an array of colours representing Aboriginal and Torres Strait Islander peoples in the landscape, waterways, and sky. CASA sits as the centre circle, with the outside 6 circles representing the interconnected themes of CASA's engagement with communities and other stakeholders.

*OUR WAY*, 2019

**JAMES BABAN**

Indigenous artist born and raised in Larrakia Nation, Darwin, Northern Territory.

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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 2022–23.

# Letter to the Minister



**Australian Government**  
**Civil Aviation Safety Authority**

CHAIR – CASA BOARD

20 September 2023

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 2022–23**

On behalf of the Civil Aviation Safety Authority (CASA), I present to you CASA's annual report for the reporting year 1 July 2022 to 30 June 2023, 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 20 September 2023.

Yours sincerely

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

**Air Chief Marshal (Ret'd) Mark Binskin AC**

Chair  
CASA Board

CC: Mr Jim Betts  
Secretary of the Department of Infrastructure, Transport,  
Regional Development, Communications and the Arts

# Contents

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<b>Introduction</b>	<b>4</b>
<b>Part 1: Overview</b>	<b>13</b>
Message from the Chair of the Board	14
Review by the Chief Executive Officer and Director of Aviation Safety	16
Financial summary	19
<b>Part 2: Annual performance statement</b>	<b>25</b>
Statement of preparation	27
Purposes	27
Performance framework	27
Analysis of performance	27
Results	30
<b>Part 3: Organisation</b>	<b>51</b>
Corporate governance	52
External engagement	80
<b>Part 4: People</b>	<b>91</b>
People management	92
Work health and safety	100
<b>Part 5: Accountability</b>	<b>105</b>
External scrutiny	106
Regulator performance framework	110
Operational information	110
Enforcement actions	110

Compliance with finance law	111
Significant activities and changes	111
Freedom of information	111
Related entity transactions	111
Insurance and indemnities	112
Environmental sustainability	112
Procurement	115
Advertising	115

## **Part 6: Financial statements** **119**

Independent auditor's report	120
Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Chief Financial Officer	122
Statement of comprehensive income	123
Statement of financial position	124
Statement of changes in equity	125
Cash flow statement	126
Notes to and forming part of the financial statements	127

## **Part 7: Appendices** **157**

Appendix A: Operating statistics	158
Appendix B: Management and accountability statistics	174
Appendix C: Annual report requirements	187

## **Abbreviations list** **191**

## **Index** **192**

# Introduction

## The Civil Aviation Safety Authority

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

### Role

CASA's key role, in accordance with the *Civil Aviation Act 1988*, 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.

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 its functions and exercising its powers, CASA considers the economic and cost impact of the standards it sets, 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.

We maintain, enhance and promote the safety of civil aviation through regulatory activities such as licensing and oversight and by providing safety education, training programs and communications.

In keeping with CASA's obligations and regulatory philosophy, 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 are members of Australia's Aviation Policy Group.

Along with the Australian Transport Safety Bureau, the entities have different but complementary roles that collectively support Australia's safe and efficient aviation system.

At 30 June 2023, CASA had a direct regulatory relationship with:

- **32,849** pilots
- **16,279** registered aircraft
- **37,539** registered drones
- the holders of
  - **664** air operator certificates
  - **2,596** remotely piloted aircraft operator certificates
  - **30,403** remote pilot licences
  - **33,897** drone accreditations
  - **9,603** aircraft maintenance engineer licences
  - **540** maintenance organisation certificates
- **881** air traffic controllers
- **322** operators of certified or deemed certified aerodromes under the Part 139 transitional regulations.

## People

CASA is committed to supporting a safe and inclusive workplace.

At 30 June 2023, CASA employed 881 ongoing and non-ongoing employees in offices around Australia.

## 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.



**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.

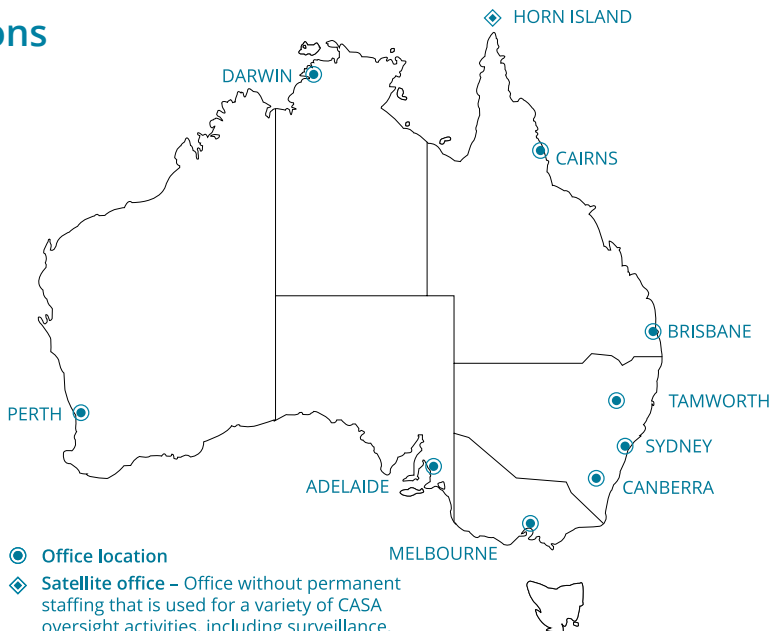


**Respect:**  
to engage with our peers,  
colleagues and the wider  
aviation community in a clear,  
concise and respectful manner  
at all times.



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

## Locations



## Portfolio outcome

As an entity in the Infrastructure, Transport, Regional Development, Communications and the Arts portfolio, 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 2022–2023*.

### 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.
3. Continuously improve organisational performance.

## Performance

In 2022–23:

- CASA's Portfolio Budget Statements set out 7 performance measures, with 10 planned performance results. 5 of the performance measures were achieved, 1 was not achieved and 1 was not able to be reported.
- CASA's corporate plan set out 7 key activities, with 12 performance measures. 10 of the measures were achieved and 2 were not achieved.

## Financial result

Key indicator	2021–22 (\$m)	2022–23 (\$m)	Change (%)	
Operating revenue	218.7	232.1	6.1	△
Operating expenses	201.6	215.1	6.7	△
Operating surplus (deficit)	17.1	17.0	(0.6)	▽



## How CASA enhances aviation safety

- We conduct entry control assessments and regulatory surveillance of, and provide regulatory services to, aviation industry participants, including air transport operations, aerial work operations, remotely piloted aircraft systems operations, maintenance providers, manufacturers, design organisations, aviation training organisations, flying schools and sports aviation.
- We develop and maintain a regulatory framework supported by guidance material and regulatory aids which we review and update in consultation with industry.
- We provide 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.
- We regulate 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 we oversee designers of instrument approach procedures.
- We issue licences, certificates, authorisations, approvals and other permissions required by persons undertaking aviation-related activities under the civil aviation legislation in Australia and overseas.
- We analyse data to determine appropriate interventions to maintain and improve Australian aviation safety performance.
- We administer the medical standards applicable to the aviation community, including by providing advice and support to aviation medical delegates.
- We conduct the oversight of foreign and domestic aircraft operations within Australian territory, and the operation of Australian aircraft outside Australian territory.
- We take appropriate enforcement actions when necessary.
- We participate in panels and forums of the International Civil Aviation Organization (ICAO), which helps us shape aviation policy and approaches to safety at a global level.

# Interesting figures from 2022–23

## Our reach



> **150** seminars,  
> **10** webinars and  
> **360** onsite visits, reaching  
> **18,490** industry members

> **13** different technical  
working groups (TWGs),  
**38** TWG meetings, and  
> **130** industry members



> **16,200** sport and  
recreational pilots

**8,500** aircraft operating  
under sport and recreational  
aviation organisations



**6,643** alcohol tests and  
**2,808** drugs tests performed  
by CASA



Estimated **1.8 million**  
recreational drone owners  
in Australia

> **1.3** million recreational  
drone owners reached  
by *Know Your Drone*



> **901,300** views and  
> **28,200** people testing  
their knowledge at *Know  
Your Drone Quiz*, CASA's  
most popular webpage

> **12** additional digital  
services available through  
MyCASA

> **60%** of MyCASA inquiries  
commenced with GovID  
and **30%** of transactions  
occurring outside  
business hours



> **4,900** requests received  
and around **2,500** users  
at CASA's Guidance  
Delivery Centre



> **622,000** visits to CASA's homepage at [casa.gov.au](https://casa.gov.au)

> **212,000** visits to the Australian Civil Aircraft Register through the website

The most searched terms on our website: ARN, medical, drone, forms and DAME

> **42,000** users and > **83,000** page views of the new Pilot Safety Hub

**49%** of visitors using mobile, **47%** using desktop and **4%** using tablets to access the Pilot Safety Hub

> **15,800** page views of safety videos in the updated Out-n-Back series launched in October 2022



> **23,000** CASA safety information products distributed at Avalon 2023 and **10** pallets of product shipped to the event



> **4,200** orders placed and > **110,300** items despatched through our online store



> **1,200** clicks for CASA's most popular video, 'Radio calls at non-controlled aerodromes'



Nearly **300** clicks each for CASA's online aerodrome maps and AvSafety seminars

Nearly **450** clicks for AvSafety information cards

## Our approvals



**5** launches of large rockets in the Northern Territory, Queensland and South Australia



**1** approval for a heavy unmanned balloon overflight of Australian territory



**2** launches of heavy unmanned balloons in the Northern Territory

## Interesting activities in 2022–23

CASA introduced several initiatives as part of its emerging technologies agenda. In December 2022, we launched *Booklet 9: Safety management systems for Remotely Piloted Aircraft Systems*. This booklet is a deliverable of the Remotely Piloted Aircraft Systems and Advanced Air Mobility Strategic Regulatory Roadmap.

To reduce regulatory burden on the general aviation sector through initiatives set out in the General Aviation Workplan, we:

- expanded the delivery of flight examiner rating courses to industry
- expanded privileges for grade 1 training endorsement holders
- established a multi-engine helicopter 'class rating'
- created a tailored pathway for task specialist pilot endorsements
- simplified and fast-tracked application and assessment processes for individual flight instructors
- finalised the Air Display Administration and Procedure Manual.

During January 2023, CASA supported the Civil Aviation Authority of Fiji to host the inaugural Pacific Aviation Medical Conference, bringing together 69 attendees from countries including Australia, New Zealand, Papua New Guinea, Tonga and Vanuatu to collaborate and exchange ideas. The event was also supported by the Department of Foreign Affairs and Trade (DFAT) and the Civil Aviation Authority of New Zealand.

CASA's aviation medicine experts then supported designated aviation medical examiner (DAME) training in Fiji from 29 April to 7 May 2023. With funding support from DFAT, CASA sponsored 10 doctors from the Pacific, 6 from Papua New Guinea, 3 from Fiji and one from Tonga – to participate in the training. The DAME training program has not been delivered

in the Pacific for well over a decade. The training will contribute to a safer and more secure transport system for Pacific Island citizens and visitors, and people and assets transiting Pacific airspace, by supporting the upskilling of doctors – or maintaining the currency of existing DAMEs – making aviation medicine examinations and certification more readily available to commercial pilots in the region.

The National Runway Safety Group, which includes the Australian Airports Association, provided positive feedback on the publication of 5 CASA Advisory Circulars on Apron safety management, Airside vehicle control, Wildlife hazard management, Disabled aircraft removal and Runway safety teams.

In May and June 2023, the first application for 'rotorcraft performance class 2 with exposure' operations was received, assessed and found satisfactory for the issuing of the required approval and the commencement of these operations in Australia.

Also on 28 June 2023, we launched a new beyond visual line-of-sight (BVLOS) outside of controlled airspace (OCTA) exam for remote pilots. The new exam is an alternate pathway to sitting the Instrument Rating Exam, for remote pilot licence holders intending to fly BVLOS OCTA. To help training organisations develop appropriate training material for the new exam, we also created the RPAS BVLOS OCTA – Aeronautical Knowledge Standards and Standards Guide.

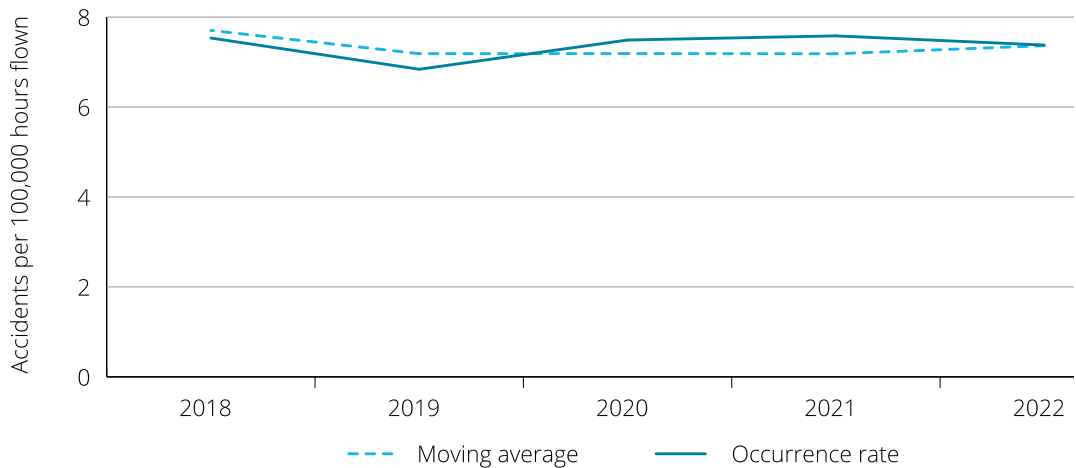
Representatives from all the sport aviation organisations attended CASA's inaugural Part 149 Professional Development Program, which was conducted in June in Brisbane.

## Accident and incident trends in aviation

Overall, the accident rate for all four sectors combined was reduced in 2022 compared with prior years. Accident rates in the general aviation sector declined in 2022, consistent with an overall downward trend over the past 5 years. The air transport and flying training sectors displayed similar patterns, with an increase in rate for 2022 but an overall decreasing rate over the 5-year period analysed. The aerial work sector indicates an overall slightly increasing rate. While it is acknowledged that some individual sectors have seen an increase, the combined rates have reduced over the 5-year trend data.

Incident rate data is not available in the reporting period (2022–23). CASA will report this information in its 2023–24 annual report.

**Figure 1. Overall industry accident 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. The labelling of the y axis as per 100,000 hours corrects a mislabelling in the 2019–20 and 2020–21 annual reports.

Data used to populate the occurrence trend charts were sourced from the BITRE on 25 July 2023. At the time, the BITRE had not received responses from some operators in relation to their flying hours undertaken in 2022.

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.

During the derivation of the 2021–22 results, it was identified the General Aviation sector occurrence trends were incorrectly calculated. This has been revised and updated for the current reporting period.

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

## Stay OnTrack guides for pilots

CASA's *Stay OnTrack* series of guides helps pilots to know what to expect of the visual flight rules (VFR) for flying into, out of and around various local areas in Australia.

Following the release of the very successful *Stay OnTrack: Flying the Gold Coast Region* guide in 2021, VFR pilots requested more guides of this type, and CASA's Communications branch swung into action. In 2022–23, CASA released *Stay OnTrack* guides for the Brisbane, Darwin, Melbourne and Perth regions.

The guides incorporate information from the Bureau of Meteorology on the types of weather patterns that pilots can expect, and cover topics of interest such as:

- tracking and reporting points
- arrival and departure procedures
- radio procedures
- military procedures
- ground operations
- helicopter operations
- airspace infringement hotspots
- avoiding restricted airspace and runway incursions.

To develop the guide for the Darwin region, CASA sent Fiona Garvin, Video Producer, and Pete Ball, Aviation Safety Advisor who specialises in the Top End, up in a JetRanger helicopter to film targeted areas. Senior CASA Inspector, Flight Operations, Christian Mulhall provided support on the ground. The crew filmed the inbound and outbound locations that pilots use when flying VFR operations in Darwin and surrounds. They videoed the aerodrome, taxiway and potential hotspots in and around Darwin, and interviewed an operator and air traffic controller to gain local insight.

*Stay OnTrack* guides are available through CASA's online store.



Image: Fiona Garvin and Christian Mulhall near the C4 intersection entrance of Runway 11, Darwin Airport.



# 1

## 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 **19**

# Message from the Chair of the Board

The 2022–23 year saw Australian aviation continuing to grow as passenger demand filled aircraft.

Our 2 biggest airlines reported a strong return to profitability and Australia welcomed a new domestic high-capacity carrier, Bonza, in early 2023.

We have seen international carriers returning to Australia and airports are once again the busy hubs they are designed to be.

It is also gratifying to see the return of many aviation events and engagement activities. In particular, we saw the welcome return of the Australian International Airshow (Avalon 2023), a significant event on the aviation calendar.

CASA had a big representation at Avalon 2023, which set new attendance records, with the trade days alone attracting 24% more visitors than its 2019 counterpart.

All of this speaks to the remarkable resilience of our aviation industry, both at the 'big end of town' and at a 'grass roots' level. We also note significant challenges that currently face the aviation industry, such as shortages of trained personnel in some sectors, particularly in maintenance, supply chain problems affecting availability of parts, reduction in on-time-performance and an imbalance between passenger demand and supply.

It is a resilience the CASA Board members witnessed first-hand around Australia as we met with members of the aviation community in Perth, Melbourne, Cairns, Darwin and Canberra.

In each of these cities, as a part of our wider commitment to engaging with industry, we visited at least one local operator to help us better understand the local aviation landscape.

This commitment recognises the importance we place on listening to industry so we can better understand operators' challenges and perspectives.

This has been an important focus for the Board over the last 12 months, and it has been pleasing to see the frankness with which industry wants to engage and work with CASA on safety initiatives.

Regulation should not happen in a vacuum, and engagement is one of 4 pillars underpinning the way we want to see CASA work. The others are collaboration, transparency and safety.

Board members heard directly about some of the challenges facing operators and received feedback on the initiatives introduced by CASA, including the General Aviation Workplan. Through some of this work we have welcomed moves from CASA to challenge itself and the status quo, ensuring that the level of safety is appropriate to risk while seeking to reduce costs and impost on industry where appropriate.

We saw how industry interacted with CASA through education programs, such as the successful ongoing pilot safety education campaign, and a focus on professional development through scholarships such as CASA's new offering for safety managers.

The Board continues to support CASA's longstanding commitment to maintaining Australia's enviable safety record as well as its global role as a leading safety authority, including its activities in the Asia-Pacific region.

Board discussions over the past year have included issues such as CASA's business systems, culture, cybersecurity, and how CASA is dealing with the changing face of aviation.

A particular focus has been the question of integrated operations and the need for advanced and legacy aircraft to share airspace.

A surge in Remotely Piloted Aircraft Systems (RPAS) activity in 2022–23 – the number of remote pilot licences jumped by just under 20% while the number of registered drones rose 11% – shows the new aviation era is well and truly upon us.



We expect electric Vertical Take-Off and Landing (eVTOL) 'air taxis' to be operating in Australia on a limited basis in the next 5 years. CASA is engaging with industry on how this will work.

The collaborative model CASA used in the RPAS and Advanced Air Mobility (AAM) Strategic Regulatory Roadmap was again put to effective use in 2022–23 with work on vertiports, the landing areas to be used by eVTOLs.

The arrival of new technologies raises another issue that has already become a pain point during the industry's post-pandemic growth: resourcing.

The availability of skilled workers is a challenge, not just for CASA, but for the wider industry. Planning is essential to define the skills we need and how we are going to obtain them, as well as ways in which CASA can support appropriate licensing pathways.

This covers not only the growth of drones and AAM but the introduction of new electric fixed-wing aircraft, plans to retrofit existing aeroplanes with new forms of propulsion and areas such as cybersecurity.

As well as collaborating with industry, CASA is working with state and federal government departments and agencies – and global bodies – to address the future. We urge players across the industry to remain open-minded and be willing to work with CASA and across industry to make the future happen.

We are also guided by the Minister's Statement of Expectations and the improvements and developments on which the Government would like us to focus.

My personal thanks go to my colleagues on the CASA Board for their work this year. In particular I would like to thank Donna and Marilyn whose terms finished this financial year and welcome Jackie to the Board.

On behalf of my Board colleagues, I'd like to thank all CASA employees and management. They have maintained a focus throughout the year on both the 'here and now' of service delivery and safety, as well as the future evolution and change that will be necessary to support the aviation of tomorrow.

It has been another busy year for CASA and I commend to you this report and the achievements it outlines.



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

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

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

A priority as we entered 2022–23 was ensuring an orderly transition to our new flight operations regulations and making sure operators understood the benefits that would flow from them.

When the new flight operations rules came into effect at the end of 2021, we stood behind the safety benefits they were designed to deliver. But we also wanted to make sure operators could transition to the new requirements in a way that made sense for them. After more than a year of transition activities, it became clear that many operators needed more time to introduce the changes, and so did we.

We are committed to reaping the safety benefits the new regulations are designed to yield, particularly in the critical areas of training and checking, safety management systems, human factors and non-technical skills. Our decision to delay some elements of the transition gives us time to engage further with industry, consider feedback, adjust our processes, and provide the necessary support. We believe the foundations underpinning the new regulations will have a positive, tangible impact on safety, and we want to take the time to get it right.

More broadly, safety promotion and education remain a critical component of what we do. In August 2022, we launched a campaign to engage the pilot community and increase awareness of our safety education initiatives. The results so far have been encouraging, with large numbers of pilots telling us they've taken action to improve safety or reflect on their own safety behaviour after accessing our resources. We'll be continuing this campaign into 2023–24 and hope to see ongoing levels of engagement.

Talking to the people who are affected by our policies and decisions is important. We listened when people told us that some elements of our national operating model presented roadblocks for them to connect with us. The aim of the model we introduced in 2020 was to improve national standardisation and consistency, but it did have some unintended consequences. One of these was a level of confusion about how operators should contact us when they had a question or needed guidance. On the basis of that feedback, we reviewed the arrangements and made changes so it's easier for people to talk to someone in their local area who understands the environment they're operating in, without resiling from the fundamental importance of consistency.

At the same time, we have maintained a significant focus on service delivery, managing a large volume of applications from across industry sectors. We know from the feedback provided by Industry throughout the year that it is important to get this right.

As an indication, in the 12 months from 1 July 2022 to 30 June 2023 we had 28,092 active recreational, private, commercial and air transport aeroplane pilot licences, 30,403 remote pilot licences and 518 certificates of airworthiness. We also handled 16,279 aircraft registration requests and issued or renewed 23,147 medical certificates and 664 air operator certificates. At the end of 2022–23, we had reduced our backlogs considerably, particularly for medical and flight crew licence assessments, and we are working hard to keep improving our service delivery turnaround times. We are also continuing to bring more services online, saving applicants considerable time and effort and allowing us to focus efforts on other activities to support industry.

In addition, we made progress in other areas. To help address the current skills shortage, we consulted with industry to introduce a modular licence system for aspiring maintenance engineers. This means getting people working earlier and helping them gradually build careers as their skills expand. We are using our Remotely Piloted Aircraft Systems (RPAS) and Advanced Air Mobility Strategic Regulatory Roadmap to guide us on the safe integration of these technologies into Australia's airspace, alongside traditional aviation.

We continued to work through the initiatives we committed to in our General Aviation Workplan, building on our deliverables from last year. Activities outlined in the plan aim to ease the administrative and financial burden on this vital sector while taking a risk-based approach to safety. We delivered a number of key initiatives in this plan during the year – ranging from improvements in the pilot licensing rules to streamlining maintenance arrangements, and commencing a reform of aviation medicine. We have made progress in each of these areas. We have also been up front when we needed to shift our deadlines, and made sure we explained why.

## Financial result

CASA recorded an operating surplus of \$17.0 million in 2022–23, compared to a \$17.1 million surplus in 2021–22.

The difference of \$0.1 million reflects the overall result of an increase in income of \$13.4 million and an increase in expenses of \$13.5 million.

Further information on CASA's financial results is on pages 19–22 and in Part 6.

## The year ahead

Our new Ministerial Statement of Expectations, which spans the next 2 years, clearly sets out our strategic direction.

Our key areas of focus for 2023–24 include:

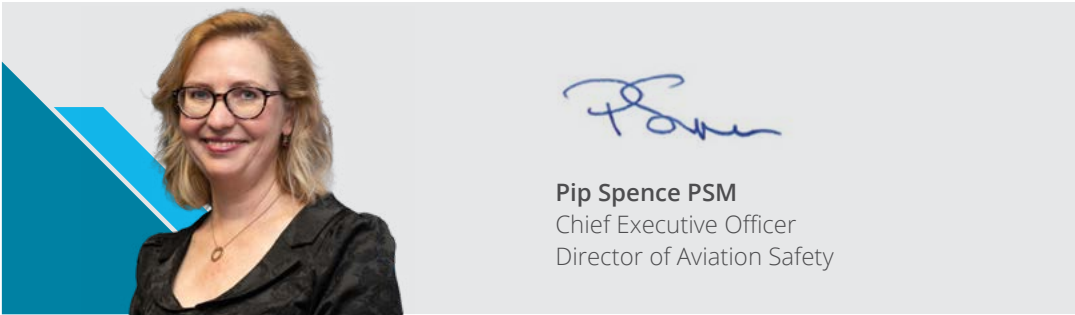
- settling transition timelines for the flight operations regulations, providing clarity to operators and focusing on safety outcomes
- supporting the introduction and regulation of emerging technologies
- ongoing aviation medicine reform, including the introduction of a new Class 5 medical certificate
- progressing outstanding regulations relating to maintenance, ballooning, parachuting and sport and recreational aviation
- continuing to implement our General Aviation Workplan initiatives
- ensuring CASA remains a healthy and safe workplace for our people.

The emerging technology sector is both interesting and challenging. How do we safely integrate uncrewed aircraft with crewed aircraft? Can passenger aircraft movements be safely managed using digital towers, rather than a traditional air traffic control tower built on an airport? These are just 2 of many questions we will continue to grapple with as we look at safety and risks, as well as significant technological advances that can support things we wouldn't have considered 10 years ago.

We'll also look to the results of our latest stakeholder satisfaction survey to identify additional areas where we need to direct our energy. We'll continue to engage with members of the aviation community through our regular forums and ask for feedback via our ongoing consultation activities. Also ongoing will be moves to broaden our engagement activities through attending industry functions and events, hosting in-person forums, and meeting with operators to better understand their

issues and challenges. The planned visit from the International Civil Aviation Organization in September 2023 will help us assess our progress and maturity as an organisation as we enter the next phase in our evolution.

Importantly, we'll keep listening and remain firmly focused on our core objective – to maintain and improve aviation safety now, and into the future.



**Pip Spence PSM**  
Chief Executive Officer  
Director of Aviation Safety

## Financial summary

CASA recorded an operating surplus of \$17.0 million in 2022–23, compared to a \$17.1 million surplus in 2021–22.

The difference of \$0.1 million reflects an increase of \$13.5 million in expenses and \$13.4 million increase in income.

The increase in income was primarily due to an increase in aviation fuel excise offset by a reduction in the total revenue received from government due to the unwinding of the Government's Australian Airline Financial Relief package.

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

In 2022–23, CASA's operating result was \$14.9 million more favourable than the estimate published in the 2023–24 Portfolio Budget Statements. The actual result was a surplus of \$17.0 million, compared to an estimated surplus of \$2.1 million.

The variance from the estimate was primarily due to the increase in Aviation Fuel Excise. Table 1 provides further details.

**Table 1. Comparison of actual results for 2022–23 with 2021–22 actual results and 2022–23 budgeted results (\$m)**

	Actual 2022–23	Actual 2021–22	Variance	Actual 2022–23	Estimated actual 2022–23 <sup>a</sup>	Variance
Income	232.1	218.7	13.4 Δ	232.1	218.9	13.2 Δ
Expenses	215.1	201.6	13.5 Δ	215.1	216.8	(1.7) ▽
Surplus/ (Deficit)	17.0	17.1	(0.1) ▽	17.0	2.1	14.9 Δ

<sup>a</sup> Budget figures are 2022–23 estimated actuals based on the figures published in the 2023–24 Portfolio Budget Statements.

# Net result

## Income

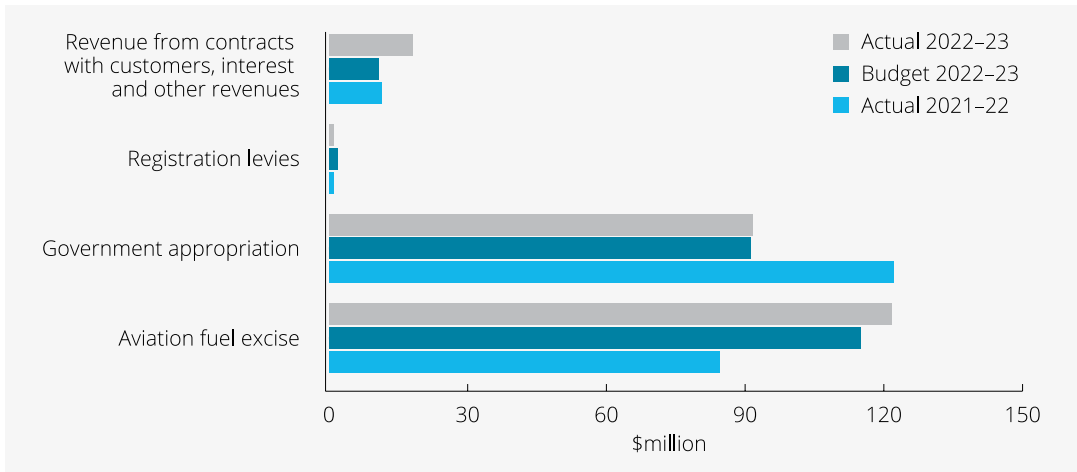
The increased income reflects improvements in aviation fuel excise offset by a decrease in general appropriation.

Figure 2 shows the change in income from 2021–22 to 2022–23 and compares actual results to budget estimates for 2022–23.

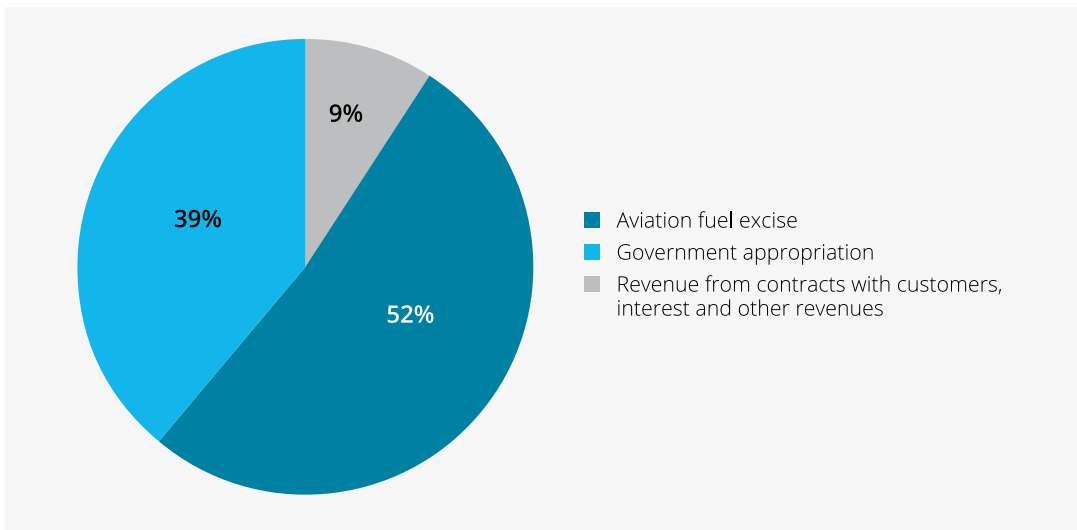
In 2022–23, approximately 39% of CASA's income was from government appropriations (56% in 2021–22) and 52% was from aviation fuel excise (39% in 2021–22).

The remainder was derived from revenue from contracts with customers, interest, minor sundry revenue and other gains (see Figure 3).

**Figure 2. Actual revenue for 2021–22 and actual and budgeted results for 2022–23**



**Figure 3. Sources of revenue, 2022–23**



## Expenses

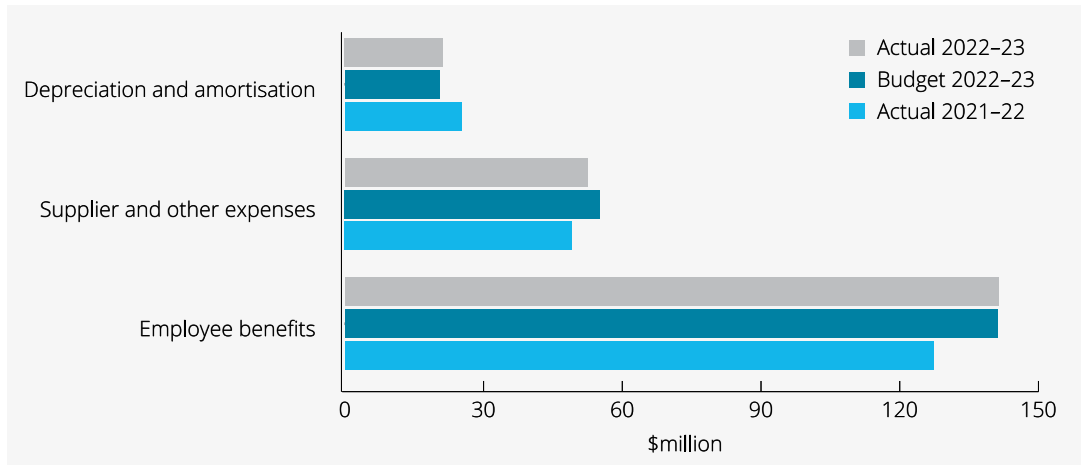
Total expenses increased by \$13.5 million in 2022–23 compared to 2021–22. This was primarily attributable to an increase in employee expenses, offset by a decrease in depreciation and amortisation.

The increase in CASA’s Average Staffing Level from 805 in 2021–22 to 852 in 2022–23 is the primary reason for the increase in employee expenses.

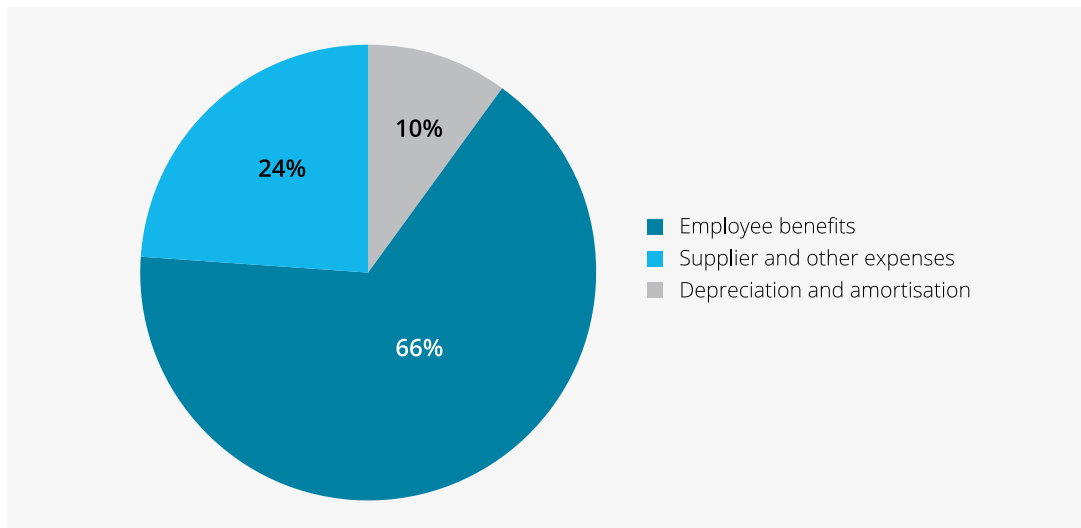
Figure 4 shows the change in expenses from 2021–22 to 2022–23 and compares actual results to budget estimates.

In 2022–23, CASA spent approximately 66% of total expenditure on employee costs (63% in 2021–22) and approximately 24% on suppliers (24% in 2021–22). The remainder comprised depreciation and amortisation expenses (see Figure 5).

**Figure 4. Actual expenses for 2021–22 and actual and budgeted results for 2022–23**



**Figure 5. Expenditure, 2022–23**



## Cash flow

CASA's cash balance (including short-term investments) at 30 June 2023 was \$103.8 million (\$82.5 million in 2021–22). The increase in the cash balance was represented by net cash received from operating activities of \$43.2 million (\$40.4 million in 2021–22). A decrease of \$1.5 million in net cash used by investing activities (property, plant and equipment and intangibles) to \$13.5 million (\$15.0 million in 2021–22), plus a decrease of \$0.5 million to \$8.3 million cash used in financing activities (leased buildings and equipment) contributed to a net increase of \$21.3 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 \$18.1 million in 2022–23.

## Financial outlook

The details below are taken from the 2023–24 Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements.

CASA is budgeting for a break-even result in 2023–24 and operating deficits across the forward estimates of \$57.1 million in 2024–25 increasing to \$63.2 million in 2026–27, 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 still remaining well below 2018–19 levels, based on Treasury estimates.

CASA's total forecast income for 2023–24 is \$192.3 million, derived as follows:

- \$107.6 million from government appropriations
- \$88.8 million from the aviation industry through the collection of excise revenue on aviation fuel sold for domestic air travel
- \$13.4 million from regulatory service fees plus other revenue from industry
- \$1.0 million from the drone levy
- \$2.4 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 2023–24 and less than \$10 million in the remaining forward years. As published in the Portfolio Budget Statements, revenue from government is expected to return to the level prior to COVID-19. Aviation fuel excise is expected to increase by 4% in 2024–25 and remain consistent to 2026–27. The proposed levy for recreational drones is currently paused with an expected start date to be determined by government. The decision to pause the registration of recreational drones is not reflected in the current forward estimates.





Image: Jeff Playford, Senior CASA Inspector (International), and Grant Hamilton, Manager International Operations.

## General Aviation benefitting from CASA's General Aviation Workplan

Consistent with the principles of best practice regulation, CASA continues to monitor regulatory impacts. In close collaboration with the aviation community, we work to identify opportunities to refine the safety framework to keep the system safe while reducing costs wherever possible.

Our General Aviation Workplan released in May 2022 set out how and when CASA would optimise the regulatory framework for the general aviation sector. One of the significant initiatives in the Workplan which came to fruition in 2022–23 has been to enable experienced flight examiners to conduct Examiner Proficiency Checks (EPCs) themselves following the completion of a training program. An EPC ensures flight examiners maintain the competencies required of their flight examiner rating. Prior to the change, CASA primarily conducted EPCs for examiners, but by devolving this activity to industry now more than 60 industry examiners are approved to conduct EPCs, reducing the backlog of industry participants waiting for endorsements and resulting in flow-on benefits to the flight training sector.

This change, among others in the Workplan, is consistent with our general approach to empowering industry experts to provide approvals where possible while we focus on the safety oversight of the system as a whole.

A significant initiative which was also completed in 2022–23 was the introduction of a simplified authorisation system for flight crew licences relating to some multi-engine helicopters. There have been 20 individuals so far who have taken advantage of this change, which has allowed pilots holding a type rating for a specific multi-engine helicopter to be authorised to fly other specified multi-engine helicopters in the same class. Prior to the change, individuals were required to obtain a separate type rating for each multi-engine helicopter and feedback from industry advised that this approach was unnecessarily restrictive and expensive. Establishing the class-like system has benefitted the rotorcraft sector by increasing the availability of suitably qualified flight instructors, examiners and flight training operators to conduct training and assessments.

This also demonstrated CASA's ongoing commitment to listen to industry feedback, simplify arrangements and reduce cost on industry where we can.



Image: Hayden McDonald, aircraft maintenance engineer scholarship winner.

## CASA aircraft maintenance engineer scholar

Hayden McDonald was one of CASA's aircraft maintenance engineer scholarship recipients in 2022.

The scholarship provides \$5,000 financial support to encourage and assist promising licensed aircraft maintenance engineers (LAMEs) in their training and help them obtain CASR Part 66 licences.

A childhood fascination with aircraft led Hayden to a flying camp with the Australian Air Force Cadets that accelerated his love of aviation. Originally from Western Australia, he completed a Certificate II in Aeroskills (Mechanical) followed by an apprenticeship at Qantas Base Maintenance in Brisbane.

'The driving factor that led me to a career in maintenance was the realisation I was able to combine my hobbies, aviation and mechanics, to earn a living,' he says.

'It took me a few years out of school to realise what I wanted to be, but it's been an extremely rewarding and fulfilling journey so far, and it's really only the beginning.'

Hayden says he was extremely honoured to receive the CASA scholarship, which will fund his exams and recognition of prior learning requirements to enable him to obtain his engineering licence.

'It shows that hard work really does pay off and I aim to obtain both my B1.1 and B1.2 licences,' he says.

'Ultimately, I'd like to work in a management position within an organisation, whether that be as a chief engineer or intermediary LAME.

'I would also like to complete my business degree that has been on hold for the past few years while I've focused on my apprenticeship and associated study.

'A career in aircraft engineering can be extremely rewarding and challenging. I would definitely recommend it as it trains you in a different way of thinking.'

A woman with dark hair and glasses, wearing a red sweater, is shown in profile, looking intently at a small, yellow-handled tool she is using to inspect a metal component, likely part of an aircraft engine. The background is a blurred airport tarmac with a white aircraft. The image is partially obscured by a large, diagonal blue graphic element that separates the top right from the white content area.

# 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 **27**
- Purposes **27**
- Performance framework **27**
- Analysis of performance **27**
- Results **30**



Source: Civil Aviation Safety Authority

## Statement of preparation

I, on behalf of the Board of the Civil Aviation Safety Authority, present the 2022–23 annual performance statement of the Civil Aviation Safety Authority, as required under paragraph 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

23 August 2023

## Purposes

Under the *Civil Aviation Act 1988*, 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.

Additionally, as set out in the *Airspace Act 2007*, CASA 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.

## Performance framework

CASA measures its performance in achieving its purposes through its portfolio outcome and the strategic direction, objectives and responses to the Minister for Infrastructure, Transport, Regional Development and Local Government'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 269 of the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2022–23* (October 2022)
- pages 28 to 31 of the *CASA Corporate Plan 2022–2023*.

No additional performance measures were identified for CASA in Portfolio Additional Estimates Statements or other portfolio statements in 2022–23.

Figure 6 provides an overview of CASA's outcome, corporate objectives, and performance measures for 2022–23.

## 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.

Overall, of the 19 performance measures in the annual performance statement, 15 were achieved, 3 were not achieved and one was unable to be reported. Of the reportable measures, this represents 83% achievement of measures.

Figure 6. Alignment of portfolio and corporate objectives and performance measures

## Portfolio Budget Statements

### 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 measures

- Number of accidents per hours flown by industry sector
- Number of incidents per hours flown by industry sector
- CASA maintains the Effective Implementation (EI) Score determined by 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
- 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.

## Corporate plan

### Portfolio objective and corporate goal

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

### Key performance areas

#### Enhancing CASA's regulatory framework

- CASA demonstrates excellence in development of the aviation safety regulatory framework.

#### Enhancing international compliance

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

#### Enhancing regulatory execution capabilities

##### Entry control

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

##### Compliance and assurance activities

- 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.

### Fair, consistent and transparent

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

#### Portfolio objective and corporate goal

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

### Key performance areas and indicators

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#### Engaging with stakeholders

- CASA maintains productive working relationships with key stakeholders.

#### Promoting safety and education

- CASA supports industry awareness and understanding through relevant, timely, effective education and safety programs.

#### Portfolio objective and corporate goal

3. Continuously improve organisational performance

### Key performance areas and indicators

---

#### Good governance

- Availability of digital channels to drive the agency to ensure that our digital services are stable and available for customers to use when they need them.
- Self-managed work completed digitally to drive CASA to develop and deliver services that enable customers to manage their own business, where possible.

#### 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.



Source: Civil Aviation Safety Authority

## Results

This section describes CASA's performance in achieving its purposes in 2022–23, as demonstrated by the results CASA achieved against its portfolio and corporate performance measures.

### Performance measures

Table 2 provides details and analysis of CASA's results against the performance criteria and targets set out for CASA on page 269 of the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2022–23* (October 2022).



Table 2. Results against Portfolio Budget Statements targets

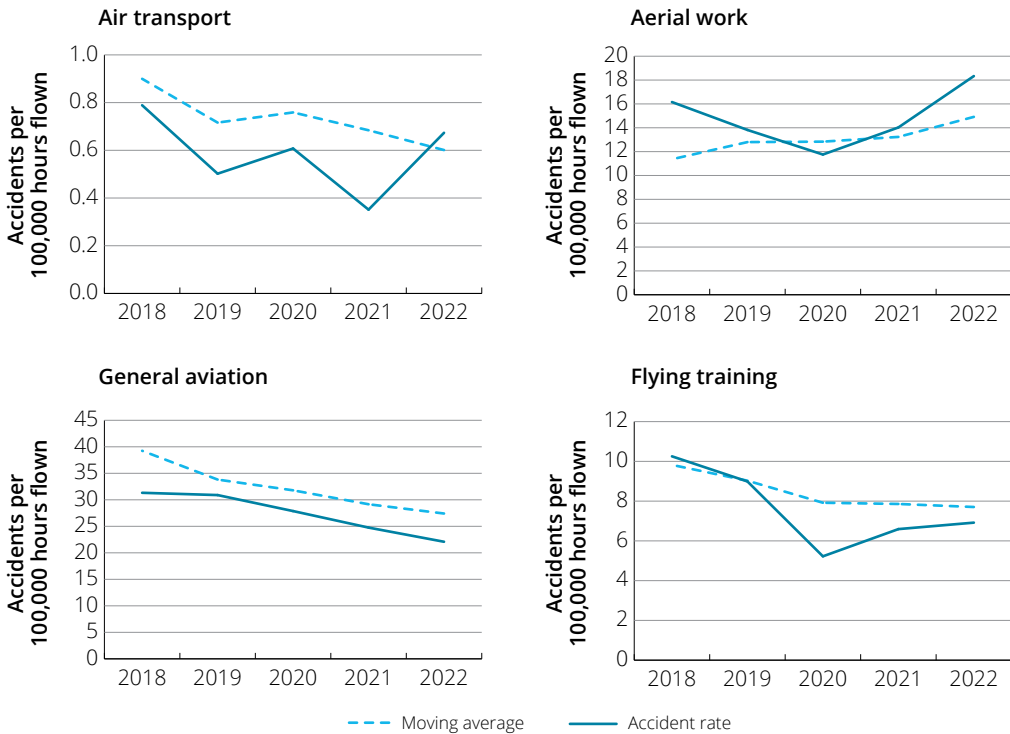
**Performance criteria: Number of accidents per hours flown by industry sector**

Target	Status
Reducing trend	✔ Achieved

Using 5- and 10-year accident trend data, CASA conducts qualitative and quantitative risk analyses using various methods and data sources such as Airservices Australia, the Australian Transport Safety Bureau (ATSB) and the Bureau of Infrastructure and Transport Research Economics (BITRE) 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. The accident rates are calculated on a calendar year basis. This is due to flying hours being collected on a calendar year basis through an annual survey conducted by the BITRE.

Overall, the accident rate for all 4 sectors combined was reduced in 2022 compared with prior years. Accident rates in the general aviation sector declined in 2022, consistent with an overall downward trend over the past 5 years. Both the air transport and flying training sectors displayed similar patterns, with an increase in rate for 2022 but an overall decreasing rate over the 5-year period analysed. The aerial work sector indicates an overall slightly increasing rate.

While it is acknowledged that some individual sectors have seen an increase, the combined rates have reduced over the 5-year trend data.



Flying hours are collected by BITRE on an annual calendar year survey of aircraft operators. During the derivation of the 2021–2022 results, it was identified the general aviation sector occurrence trends were incorrectly calculated. This has been revised and updated for the current reporting period.

## Performance criteria: Number of incidents per hours flown by industry sector

Target	Status
Reducing trend	Data not available

Incident rate data is not available in the reporting period (2022–23). CASA will report this information in its 2023–24 annual performance statement. While CASA relies on BITRE annual aircraft movement data to support statistical analysis of aviation incident and accident rates this data is not currently available. While the data is informative from a quantitative perspective this type of data is not the only means of determining risk within the aviation sector.

CASA conducts qualitative and quantitative risk analysis using alternative methods and means to identify aviation safety risks and trends. The analysis conducted by CASA is overseen by CASA's Aviation Safety Committee (ASC). The ASC considers trends and information from multiple internal and external sources, international trends, over-the-horizon risk analysis and real-time information from the aviation industry, ATSB and Airservices Australia to satisfy itself that there is an acceptable level of aviation safety in Australia. The ASC addresses situations where an unacceptable level of safety has been identified. CASA has determined that there is no immediate risk to aviation safety in Australia and that the number of actual incidents and accidents does not require significant mitigation.

## Performance criteria: CASA maintains the Effective Implementation (EI) score determined by ICAO Universal Safety Oversight Audit Program (USOAP)

Target	Status
Maintain or improve EI score	✓ Achieved

Australia's EI score was 94.89% (valid to 30 August 2023), which is unchanged from last year and reflects the outcome of the International Civil Aviation Organization (ICAO) validation mission undertaken in 2017. The EI score is a State score based on the performance of all 9 Australian State Safety Program agencies.

Australia is scheduled to undergo an ICAO State Safety Programme Implementation Assessment (SSPIA) and Focused Audit under the Universal Safety Oversight Audit Programme Continuous Monitoring Approach (USOAP), from 30 August to 19 September 2023.

## Performance criteria: Regulatory implementation delivered in accordance with planned and reviewed targets

Target	Status
Regulatory implementation achieved against planned program outlined in the CASA Corporate Plan	✓ Achieved

Civil Aviation Safety Regulations (CASR) Part 139 (aerodromes) was transitioned into business as usual (BAU) in December 2022. Assessment of remaining manuals is being conducted in line with other BAU surveillance and regulatory oversight activities.

Regulation amendments were made to support the CASR Parts 91 (general operating and flight rules) and 138 (aerial work operations) Manuals of Standards (MOSs) to clarify provisions and include missing elements based on original policy intent.

Miscellaneous amendments to CASR Part 101 (unmanned aircraft and rockets) and the flight crew licensing scheme were delayed pending Office of Parliamentary Counsel (OPC) drafting capacity. Where appropriate, CASA brought forward amendments to the Part 101 MOS to bring forward industry benefits.

Completion of the MOSs for CASR Parts 103 (sport and recreation aircraft), 105 (parachuting from aircraft) and 131 (balloons and hot airships) has been slower than originally envisaged due to CASA's desire to work with industry on these matters. The Part 105 MOS has been progressed to completion and is expected to be made in the third quarter of 2023, while the Part 131 MOS is expected to be subject to public consultation in the same quarter. Progress on the Part 103 MOS will follow completion of the Part 105 MOS.

In relation to CASR Part 43 (maintenance of aircraft in private and aerial work operations), CASA has focused on finalising the continuing airworthiness regulations for private and aerial work operations and has substantially completed implementation preparations pending completion of the draft instrument by the OPC.

CASA continued to assess or review safety management system implementation plans, rotorcraft performance, and training and checking submissions for operators under the flight operations regulations.

CASA modified its transitional scheme in June 2023 for a number of flight operations regulations (CASR Parts 91, 119 (Australian air transport operators – certification and management), 121 (Australian air transport operations – larger aeroplanes), 133 (Australian air transport – rotorcraft), 135 (Australian air transport operations – smaller aeroplanes) and 138) based on engagement with many operators during 2022–23, which highlighted that additional time would be required to support industry and provide improvements to CASA's assessment approach and streamline our processes.

## Performance criteria: Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk

Target	Status
Surveillance events achieved as detailed in the National Oversight Plan and CASA Corporate Plan	✓ Achieved

95% of scheduled surveillance events were achieved in accordance with the National Oversight Plan (NOP) and Corporate Plan against a target of 90%. 237 response events were conducted across Air Operator's Certificate holders and maintenance organisations as well as some operators involved in accidents during the year.

## Performance criteria: Clear, open and transparent engagement with industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework

Target	Status
100% of significant regulatory changes publicly consulted and outcomes informed by industry feedback	✓ Achieved

100% of significant regulatory changes were subject to public consultation. CASA engaged with industry through 16 regulatory, instrument and guidance consultation activities that elicited 505 responses.

CASA continued to consult on regulatory change proposals and sought feedback on other initiatives via the CASA Consultation Hub ([consultation.casa.gov.au](https://consultation.casa.gov.au)). In addition to the regulatory consultations, 22 non-regulatory consultations and feedback surveys were conducted, on matters including airspace reviews and changes, sector risks, safety events, products, and feedback on *Flight Safety Australia* magazine, with a total of 1,463 responses.

In total, 38 consultations and feedback surveys were conducted via the CASA Consultation Hub ([consultation.casa.gov.au](https://consultation.casa.gov.au)), with a total of 1,968 responses. 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.

The Aviation Safety Advisory Panel (ASAP) met 3 times during the year, and 38 technical working group meetings, including face-to-face gatherings, teleconferences and videoconferences, were conducted.

**Target****Status**

Improving trend in stakeholder satisfaction from regular surveys

✓ **Achieved**

Stakeholder satisfaction is measured through a number of different surveys and feedback mechanisms, including a biennial survey of CASA clients, real-time analysis of client phone calls and the inclusion of aviation questions in public omnibus surveys. Most feedback showed an improving trend.

Independent research to measure public perceptions of CASA performance was conducted by YouGov in June 2023 and saw an increase in the perceptions of CASA doing at least a 'reasonable job' from 71% in 2022 to 75% in 2023. The proportion of respondents that consider CASA was doing a 'poor or very poor job' was 3%.

Real time analysis of telephone interactions with CASA's Client Services Centre was introduced during the year to gauge client sentiment and satisfaction for over 88,000 calls. Issue resolution for client telephone interactions was over 83% on average for the year. Overall client customer satisfaction following telephone interactions averaged 80% for the year.

Our biennial stakeholder satisfaction survey was conducted from April to May 2023 and invited a random sample of 6,600 stakeholders across all major client stakeholder groups. While there was an overall reduction in satisfaction (from 6.3 to 6.1), the survey found that satisfaction increased across most aspects of CASA's performance since 2020. The overall rating was impacted by frustrations with service delivery due to delays in applications and approvals.

CASA ...	2020	2023
Operates with safety as its primary focus	6.6	<b>6.9</b>
Maintains an open and transparent relationship with you	5.9	<b>6.2</b>
Actively helps stakeholders comply with regulations	5.7	<b>6.1</b>
Works collaboratively with industry	5.3	<b>5.7</b>
Balances consistency and flexibility	5.1	<b>5.3</b>
Development of aviation safety regulations	5.5	<b>5.6</b>
Service delivery	6.0	<b>5.7</b>
Consistency of decision-making	5.4	<b>5.3</b>
Overall satisfaction with relationship with CASA	6.3	<b>6.1</b>

## Performance criteria: Regulatory service applications are decided within published service delivery timeframes

Targets	Status
<ul style="list-style-type: none"><li>Improving trend in service delivery timeframes</li><li>80% processed within published timeframes</li><li>All regulatory service activities have a service delivery timeframe applied</li></ul>	<b>✗ Not achieved</b>

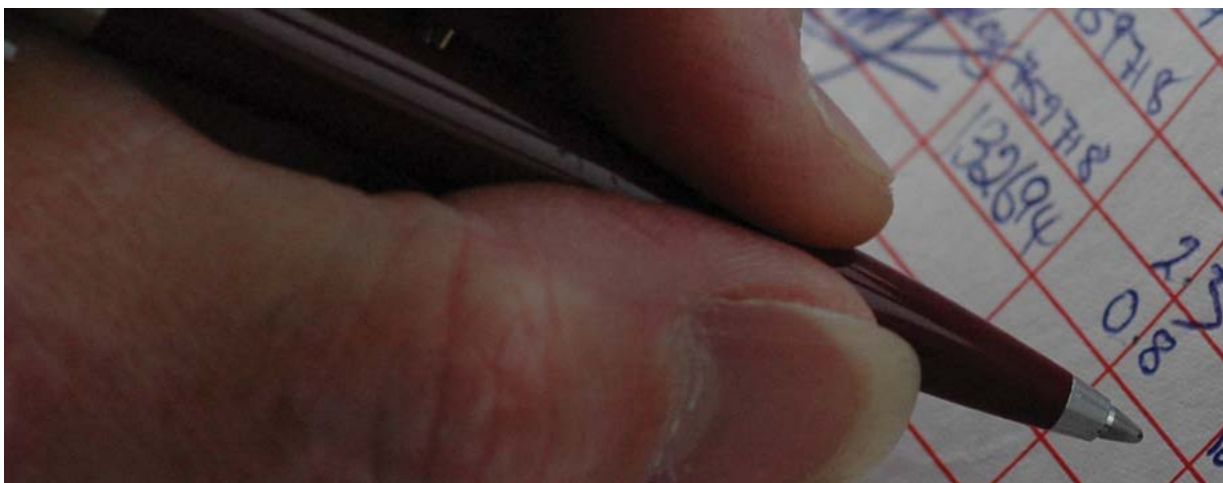
The targets have not been achieved because of a combination of higher than normal demand for regulatory services in the post-COVID phase of industry recovery, varying complexity, completeness and quality of applications, the impact of transitioning to the flight operations regulations and CASA's new operating model. Combined, these factors placed significant pressure on CASA's regulatory services. Some targets are still being developed as part of work currently underway to introduce a quality assurance framework for regulatory services. While 13 new service delivery standards have been developed and are published on the CASA website, the data sources are being developed and the reporting against these standards will occur progressively as the data is matured.

While CASA improved many of the trends in service delivery timeframes in the last quarter, there were substantial delays and backlogs for many services during the year.

The processing of air operator certificates and organisational approvals was impacted by high volumes.

Service delivery standards for maintenance personnel licences and transfers of aircraft registration both improved from last financial year to 88% and 86% respectively (against targets of 80%).

Similarly, service delivery for the issue of air transport pilot licences was prioritised to support airlines recovering capacity post-COVID, with service levels standards increasing from 87% to 92%.



Source: Civil Aviation Safety Authority

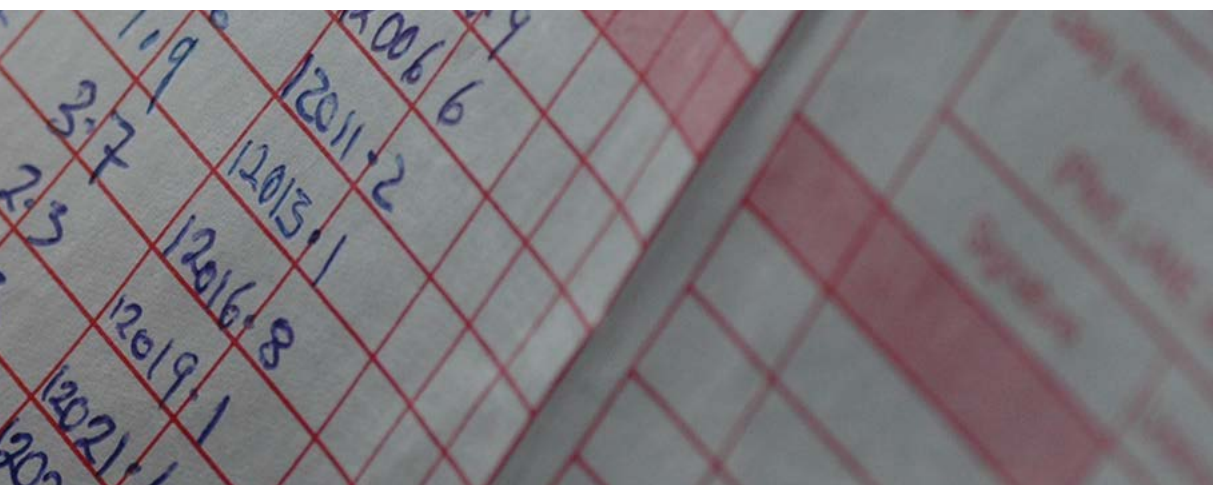
Service delivery for manual issue of medical certificates and other flight crew licences was substantially below service level standards for the first three quarters of the year. In the second half of the financial year, CASA implemented a concerted program of backlog reduction, which included surging additional resources into the teams, and this investment led to substantial improvement in the last quarter with all services at, or within, 10% of the service delivery target on 30 June 2023. Overall metrics for the year are shown below:

- Class 1 medical certificate (target 20 days) – 56% (down from 61%)
- Class 2 medical certificate (target 20 days) – 47% (down from 53%)
- Class 3 medical certificate (target 20 days) – 43% (down from 59%)
- Initial issue Air Transport Pilot Licence (ATPL) (target 10 days) – 92% (up from 87%)
- Initial issue Commercial Pilot Licence (CPL) (target 10 days) – 47% (down from 63%)
- Initial issue Private Pilot Licence (PPL) (target 10 days) – 31% (down from 65%)
- Initial issue Recreational Pilot Licence (RPL) (target 10 days) – 19% (down from 55%)
- Aircraft initial registration application (target 5 days) – 86% (up from 69%)
- Aircraft maintenance personnel licensing suite (Part 66) (target 15 days) – 88% (up from 74%).

Service delivery targets for online digitised applications were achieved as follows:

- Individual aviation reference number (target 1 day) – 99% (up from 83%)
- Organisational aviation reference number (target 1 day) – 100% (up from 97%)
- Remote pilot licence (target 1 day) – 98% (down from 100%).

Currently, not all regulatory service activities have a service delivery target. CASA is continuing to develop service delivery timeframes for all regulatory services as part of the introduction of a service delivery framework. An implementation plan is expected to be finalised in 2023–24. CASA's published service delivery statistics are available through <https://www.casa.gov.au/about-us/reporting-and-accountability/service-standards-fees-and-statistics>.



## Corporate measures

The *CASA Corporate Plan 2022–23* set out 3 goals through which CASA would achieve its purposes for the period 2022–23 to 2025–26:

- **Goal 1** – Maintain and enhance a fair, effective and efficient aviation safety regulation system.
- **Goal 2** – Engage collaboratively with the wider aviation community to promote a positive safety culture.
- **Goal 3** – Continuously improve organisational performance.

CASA's performance in achieving its goals is measured across 7 key areas of performance, as detailed in the corporate plan and summarised in Table 3.

**Table 3. Goals and key performance areas**

Goal	Key performance area
<b>1. Maintain and enhance a fair, effective and efficient aviation safety regulation system</b>	<ul style="list-style-type: none"> <li>• Enhancing CASA's regulatory framework</li> <li>• Enhancing international compliance</li> <li>• Enhancing regulatory execution capabilities:               <ul style="list-style-type: none"> <li>– Entry control</li> <li>– Compliance and assurance activities</li> <li>– Non-compliance and enforcement</li> </ul> </li> </ul>
<b>2. Engage collaboratively with the wider aviation community to promote and support a positive safety culture</b>	<ul style="list-style-type: none"> <li>• Engaging with stakeholders</li> <li>• Promoting safety and education</li> </ul>
<b>3. Continuously improve organisational performance</b>	<ul style="list-style-type: none"> <li>• Good governance</li> <li>• A skilled workforce</li> </ul>

Tables 4 to 10 provide details and analysis of results against the performance measures and targets set out for CASA's goals on pages 28–31 of the *CASA Corporate Plan 2022–2023*.



## Results against targets for Goal 1: Maintain and enhance a fair, effective and efficient aviation safety regulation system

Table 4. Key performance area: Enhancing CASA's regulatory framework

### Performance measure: CASA demonstrates excellence in development of the aviation safety regulatory framework

Targets	Status
<ul style="list-style-type: none"> <li>CASA adheres to Government and CASA regulatory development requirements and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where possible.</li> <li>CASA considerations include likelihood and consequence and the cost and burden associated with legislative change.</li> </ul>	<p>✓ <b>Achieved</b></p>

For all legislative changes, CASA considers any amendments made to ICAO Standards and Recommended Practices and Procedures for Air Navigation Services, and the cost and economic impact. CASA assessed the cost and economic impact of 95 legislative instruments. Other than 4 repeal instruments, there were no legislative instruments made by CASA which did not consider the cost and economic impact.

CASA's Standards Development Procedure Manual outlines the requirements for the development of aviation regulations and legislation. The requirements are aligned to, and comply with, the Australian Government and ICAO requirements for regulatory development. The manual was further enhanced to clarify compliance with ICAO standards and associated regulatory development processes.

CASA applies a better practice risk management approach to the identification, assessment and treatment of aviation safety risks and has issued several instruments after applying a risk-based lens. Such instruments included:

- a general exemption consistent with Federal Aviation Administration (FAA) regulations that simplified the requirements for pilots of specific multi-engine helicopters to allow them to fly other multi-engine helicopters without completing a flight test for the type rating.
- an alternative pathway for Civil Aviation Safety Regulations (CASR) Part 61 endorsements for specialised operations, which enabled a pilot with significant experience in conducting the activity to train and assess the competency of a student under the supervision of a CASR Part 137 or 138 operator.

**Table 5. Key performance area: Enhancing international compliance**

**Performance measure: CASA’s actions in the international sphere are in accordance with its legal responsibilities and international agreements**

Target	Status
<ul style="list-style-type: none"> <li>CASA uses appropriate global resources to support its audit and certification processes, and to reduce duplication of effort for CASA and industry (&gt; 85%).</li> </ul>	<p>✓ <b>Achieved</b></p>

CASA played an active role at the 41st ICAO Assembly, which sets the direction of ICAO's work program for the next 3 years. This builds on CASA's engagement in numerous ICAO Panels and Working Groups to support international Standards and Recommended Practices that meet Australia's needs.

CASA continues to engage constructively with other relevant authority counterparts to ensure harmonisation with like-minded regulators and reduce duplication of effort whenever possible. Highlights include:

- CASA and the United Kingdom Civil Aviation Authority have initiated discussions to establish a bilateral arrangement for mutual recognition of airworthiness, production, and maintenance approvals.
- CASA and the United States FAA held technical discussions towards the development of a special arrangement and management procedures for cooperation in design, manufacture, and continued airworthiness responsibilities for production of the Kite remotely piloted aircraft system (RPAS).
- CASA is progressing a memorandum of understanding (MOU) with Transport Canada Civil Aviation on cooperation in aviation safety. The MOU is expected to be signed before the end of 2023, along with the first annex, which covers RPAS training.
- CASA pursued discussions with counterparts from Brazil with a view to extending mutually beneficial engagements.
- CASA has adopted FAA and European Union Aviation Safety Agency (EASA) aircraft certification standards and routinely relies on the associated advisory circulars when certifying Australian modifications (supplemental type certificates).
- CASA is a member of the National Aviation Authority (NAA) Network, which comprises aviation regulators from the United Kingdom, the United States, Canada, Australia and New Zealand, to support resilience in the aviation sector and help regulators tackle emerging challenges.
- CASA continued to meet its obligations set out in the CASA – EASA Working Arrangement by participating in the European Union Ramp Inspection Programme.

**Target****Status**

- CASA actively participates in Australia's engagement in the Asia-Pacific on aviation safety matters.

**✓ Achieved**

In Indonesia, CASA supported the Indonesian Directorate General of Civil Aviation to deliver AvSafety seminars to improve industry education and outreach; launched a 'women in leadership' mentoring program; and delivered a workshop on wildlife hazard management which included advice on establishing a national committee in Indonesia.

CASA participated in regional ICAO meetings, including the 57th Conference of Directors General of Civil Aviation Conference Asia and Pacific Regions; 12th meeting of the Regional Aviation Safety Group – Asia and Pacific Regions; and 33rd meeting of the Asia/Pacific Air Navigation Planning and Implementation Regional Work Group. These meetings provided opportunities for regional alignment and identification of common safety challenges.

CASA participated in the 2022 FAA – Asia-Pacific (FAA-APAC) bilateral partners meeting hosted by the Republic of Korea (Korea Office of Civil Aviation). The meeting had a strong focus on international alignment in the regulation and certification of advanced air mobility aircraft and other emerging technologies. CASA is a member of the FAA-APAC Partners Executive Committee.

CASA supported the Civil Aviation Safety Authority of Papua New Guinea through the development of online training courses and access to CASA's learning management system, and the provision of training and professional development in aviation medicine.

CASA continued to enhance relationships in the Pacific Islands, including by supporting aviation medicine training and professional development. Under the Pacific Aviation Support Program, CASA signed a grant agreement with the Department of Foreign Affairs and Trade to fund the provision of technical assistance to improve aviation regulatory oversight in the region. CASA also signed an MOU with Tonga for the provision of regulatory advice, technical assistance, and mentoring.

CASA participated in Pacific Aviation Safety Office governance meetings with discussions that focused on regional preparations for ICAO audits; information sharing; and PASO's successful implementation of governance reforms. CASA also participated in joint discussions with New Zealand and the United States, focusing on investment in the Pacific region.

Through its trilateral arrangement with New Zealand and Canada, CASA continued discussions that considered opportunities for collaboration, ICAO engagement, facilitation of cross-jurisdictional aerial work operations, internal safety culture, enforcement of operational manual requirements, ICAO audits, safety management systems, industry engagement, and over-the-horizon scanning.

CASA developed a new International Engagement Strategy. The strategy sets out CASA's approach to international relations, for the next 3 years. The strategy outlines areas of engagement to support Australian Government, industry, and regulatory approaches.

Table 6. Key performance area: Enhancing regulatory execution capabilities

**Performance measure: Entry control – delivered in accordance with regulations and assessment made proportionate to the activity being undertaken**

Target	Status
<ul style="list-style-type: none"><li>All regulatory service decisions are made in accordance with published service delivery timeframes.</li></ul>	<b>✘ Not achieved</b>

See measure 'Regulatory service applications are decided within published service delivery timeframes' in Table 2.

**Performance measure: Compliance and assurance activities – CASA's National Surveillance Program ensures systematic and responsive surveillance capability to address ongoing and emerging safety issues**

Target	Status
<ul style="list-style-type: none"><li>CASA notifies industry of future activities, safety findings and compliance expectations.</li></ul>	<b>✔ Achieved</b>

592 surveillance activities were conducted in accordance with the National Surveillance Selection Process (NSSP), which identified 621 NSSP events for 2022–23. CASA also conducted 2 campaign events and 237 response events. Information was published on CASA's website to advise industry of the key focus areas.

CASA completed 95% of planned NSSP events for the year, against a target of 90%.

Campaign events during the year covered:

- CASR Part 121 (air transport – larger aeroplanes), as large aeroplanes increased operations after COVID-19 restrictions eased
- commercial balloon operators, to increase awareness of safety finding data; occurrence data from the ATSB; and risks and hazards.

Response events during the year related to air operator certificate holders and maintenance organisations as well as some operators that were involved in accidents that will inform future enforcement actions.

CASA undertook a review of the NOP and NSSP in accordance with recommendations from a performance audit by the Australian National Audit Office. This resulted in the development of a new NOP, which is focused on risk-based selection and the ICAO elements for compliance. The new plan will be phased in during 2023–24.

## Performance measure: Non-compliance and enforcement – CASA’s compliance monitoring approaches are standardised and coordinated in a manner appropriate for different aviation sectors

Status
✗ Not achieved

Notifications of surveillance findings are expected to be provided to industry within 20 business days after a surveillance event. CASA achieved a 71% completion rate against the target.

The rates of completion are lower than planned due to CASA focusing on ensuring that safety findings are issued accurately, consistently and in accordance with procedural fairness.

Where notification of surveillance safety findings did not meet the defined timelines, any such delay was discussed and agreed with the operator. Operators are fully included in the process and are reminded that their response time came into effect from the time they received any findings from CASA.

## Performance measure: Actions undertaken are fair, consistent, and transparent and in accordance with CASA’s enforcement procedures that reflect relevant principles of CASA’s regulatory philosophy

Target	Status
<ul style="list-style-type: none"><li>Annual review to inform the National Surveillance Plan, focusing on education and regulatory guidance material, to test consistency with the regulatory philosophy and to ensure regulatory decisions are appropriate and proportionate. Measured by annual report to Aviation Safety Committee.</li></ul>	✓ Achieved

CASA conducted a review of the National Surveillance Plan (NSP) and subsequently developed a new NOP. The NOP is a comprehensive strategy designed to address the critical elements identified by the International Civil Aviation Organization (ICAO) and meet the requirements outlined in the *Civil Aviation Act 1988*. The NOP consists of 6 elements covering approval, change management, compliance assurance, reporting, regulatory improvement and enforcement.

The NOP will deliver a clearer picture of oversight compliance across the broader industry and will offer insights into more specific areas of non-compliance, leading to a further refinement of the planned schedule based on risk. The NOP aims to provide a systematic and evolving oversight picture for authorisation holders, ensuring a consistent and effective approach to aviation safety and regulatory compliance in alignment with CASA’s Regulatory Philosophy. It will also allow for a focus on education and training opportunities for operators, test consistency with the Regulatory Philosophy and ensure regulatory decisions are appropriate, consistent and proportionate. The NOP was approved by the Aviation Safety Committee (ASC).

CASA provided reports on the NSP to each Aviation Safety Committee meeting.

Through a coordinated enforcement process, CASA:

- issued 52 counselling notices
- issued 7 education notices
- issued 109 aviation infringement notices
- issued 9 show cause notices
- suspended 4 civil aviation authorisations
- cancelled 6 civil aviation authorisations.

Six briefs of evidence were referred to the Commonwealth Director of Public Prosecutions (CDPP) to be considered in accordance with the *Prosecution Policy of the Commonwealth*. One of those matters and a further 4 matters previously referred to the CDPP were finalised, all of which resulted in convictions and/or findings of guilt.

As in 2021–22, most matters referred to CASA's coordinated enforcement process resulted in an enforcement outcome that did not impact on the privileges of a civil aviation authorisation. This indicates that, consistent with its regulatory philosophy, CASA has demonstrated proportionality and discretion in regulatory decision-making and the exercise of its powers, in accordance with the principles of procedural fairness and natural justice.

## Results against targets for Goal 2: Engage collaboratively with the wider aviation community to promote and support a positive safety culture

Table 7. Key performance area: Engaging with stakeholders

### Performance measure: CASA maintains productive working relationships with key stakeholders

Target	Status
<ul style="list-style-type: none"><li>• Stakeholder satisfaction measured via regular surveys and client sentiment demonstrates an increasing trend.</li></ul>	✓ Achieved

See target 'Improving trend in stakeholder satisfaction from regular surveys' in Table 2.

Table 8. Key performance area: Promoting safety and education

**Performance measure: CASA supports industry awareness and understanding through relevant, timely, effective education and safety programs**

Target	Status
<ul style="list-style-type: none"><li>Education and safety promotion activities are delivered in line with the programs and stakeholder feedback measures via AvSafety feedback.</li></ul>	✓ Achieved

CASA delivered education and safety promotion activities via AvSafety, a program of in-person and web-based seminars delivered by CASA's Aviation Safety Advisors. The seminars are designed for pilots and maintenance engineers and focus on improving safety behaviour and knowledge of regulatory responsibilities.

In August 2022, CASA launched the *Your safety is in your hands* campaign. This initiative aimed to encourage participation in CASA's safety education program among general aviation and recreational pilots. The core rationale behind the campaign was to emphasise personal responsibility, positioning pilots as capable and safety conscious individuals. This approach aimed to highlight CASA's role as a regulator and policy enforcer and position CASA as a provider of information and support.

The campaign's creative development, communication strategies and safety education activities were informed by evidence gathered during research regarding pilot safety. This research led to tailored messages that align with the target pilots' attitudes towards CASA, and their communication preferences. By raising awareness and encouraging active participation in ongoing safety education, the campaign strives to improve pilot safety behaviours and reduce the number of safety occurrences.

At the campaign's first-year midpoint, in January 2023, the research indicated that:

- 79% of pilots recognised any part of the campaign, with 55% of pilots recalling seeing at least one email
- two-thirds (64%) of pilots had acted because of seeing the campaign, with 36% visiting either the CASA website or CASA's Pilot Safety Hub
- the campaign had prompted pilots to reflect on their flying behaviour, with 52% acknowledging the campaign's impact in this regard
- engagement with aviation safety information had increased, indicating that pilots were finding it easier to access reliable, relevant and understandable information, leading to increased engagement
- the proportion of pilots engaging with aviation safety information had increased, as had the proportion engaging for at least 6 hours
- pilots' agreement that it is challenging to find easily understandable aviation safety information had decreased.

In response to issues related to airspace infringements, runway incursions and operations around controlled aerodromes, CASA has expanded its OnTrack series of wall charts for flying training organisations and clubs to include Stay OnTrack pilot booklets. The booklets were released for the Brisbane, Perth, Darwin and Melbourne regions and a wall chart was released for Darwin.

Information on consultation activity conducted through the ASAP, 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, ATSB, Bureau of Meteorology, Australian Maritime Safety Authority and the Department of Defence). Forum meetings were held in Perth, Sydney and Cairns.

### Results against targets for Goal 3: Continuously improve organisational performance.

Table 9. Key performance area: Good governance

**Performance measure: Availability of digital channels – To drive the agency to ensure that our digital services are stable and available for customers to use when they need them**

Target	Status
<ul style="list-style-type: none"> <li>• 2022–23 ≥ 99%</li> <li>• Forward years ≥ 99%</li> </ul>	<p>✓ <b>Achieved</b></p>

CASA's ICT systems and networks achieved an average uptime of 99.7% against the target of ≥ 99%. This was achieved through the application of robust change and release management processes to ensure continuity of service for CASA staff and external clients.

CASA also commenced a cybersecurity uplift program to ensure that all systems are compliant with the Australian Government Protective Security Policy Framework and the Australian Cyber Security Centre's Information Security Manual and Essential Eight.



## Performance measure: Self-managed work completed digitally – To drive CASA to develop and deliver services that enable customers to manage their own business, where possible

Target	Status
<ul style="list-style-type: none"><li>• 2022–23 ≥ 80%</li><li>• 2023–24 ≥ 81%</li><li>• 2024–25 ≥ 82%</li><li>• 2025–26 ≥ 83%</li></ul>	✓ Achieved

The myCASA portal continues to be a robust and stable engagement channel for CASA's external clients. The digital services available in the myCASA portal were used on 82% of occasions compared to their paper-based versions. The myCASA portal continues to provide 24/7 access for 30 services now for individuals and organisations. This provides increased security and identity management using the whole-of-government GovID service. The increase in use of myCASA shows a strong client preference for the convenience and speed of using digital services. During 2022–23:

- most transactions were immediately finalised
- over 60% of inquiries through the portal commenced using GovID
- 30% of transactions occurred outside business hours.

The following new services were deployed in the myCASA portal to assist clients to interact with CASA and self-manage their affairs:

- Digital dangerous goods and drug and alcohol notifications. These services provide industry with the ability to automatically link their reporting systems and provide bulk reporting to CASA. Previously these reports were provided as individual email notifications.
- Aircraft transfer of ownership is now a fully automated service, incorporating an Australian Securities and Investments Commission check that has replaced a step in which all transfers were manually reviewed. Clients are now also able to self-manage their personal details and company information.
- A service management solution for the Guidance Delivery Centre was implemented to assist customers to submit questions and keep track of the status of their inquiries and responses. This is supported internally by a workflow solution to route requests and provide accurate status reporting.
- The medical records system (MRS) includes an improved medication search facility and application summary pages for assessors and doctors.
- A new aeromedical risk assessment model for screening cardiovascular disease has been implemented in the MRS, which will improve the risk assessment calculations. This is expected to reduce the requirements for stress exercise tests by up to 50%.
- MRS also deployed new functionality to ensure a robust assessment of cardiovascular risk and sleep apnoea. This functionality replaces the previously used cardiovascular risk index as the primary tool for assessing cardiovascular risk.

Table 10. Key performance area: A skilled workforce

**Performance measure: Training and development is delivered and evaluated to effectively deliver aviation safety regulatory services**

Target	Status
<ul style="list-style-type: none"><li>All regulatory functions are performed by trained and qualified staff.</li></ul>	✓ <b>Achieved</b>

CASA ensures that staff are appropriately trained and qualified to undertake regulatory services and surveillance functions within the aviation sectors they oversee.

Functionality in the learning management system enables workforce competence reporting to management, which facilitates the allocation of regulatory tasks to staff who are trained and qualified.

At 30 June 2023, 97% of regulatory staff had completed CASA's foundation training program, an increase from 94% at the start of the reporting period. An evaluation of the program's effectiveness has led to a few amendments to ensure the currency and consistency of the program content.

Advanced training – comprising surveillance/auditing, regulatory assessment and guidance – was delivered to 165 staff, with the completion rate increasing from 84% in 2021–22 to 91% in 2022–23.

Specialist training, utilising existing courses, was delivered on topics including safety management systems, air displays, drug and alcohol management plans, and remotely piloted aircraft operator certificates. In addition, new specialist training courses were developed and delivered, covering CASR Part 43, fatigue auditing, performance-based navigation, extended division time operations, ramp inspections, management of change, training and checking systems. A total of 330 staff attended specialist training courses during the year.



Source: Civil Aviation Safety Authority

## Performance measure: CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives

Target	Status
<ul style="list-style-type: none"> <li>CASA has the required workforce to deliver its outcomes.</li> </ul>	<p>✔ <b>Achieved</b></p>

In accordance with the workforce planning and workforce strategy, at 30 June 2023, all critical roles across CASA were occupied. While CASA’s workforce has the required skills to deliver its outcomes, there is an ongoing focus to ensure improvement in service delivery timeframes, including:

- ongoing planning by the Executive Committee to surge resources to agreed priorities
- continuing to digitise services to enable self-service through the myCASA portal
- reskilling and redeploying the workforce to areas of need and where automation has changed the nature of some roles.

CASA ensures that staff are appropriately trained and qualified to undertake regulatory services and surveillance functions on the aviation sector they oversight. CASA’s 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.

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 the continued development of the human resource analytics tool, One Model, which facilitated ease of access for managers to information regarding staffing arrangements. The modules delivered included: audiometric testing, training and performance cycle compliance; monitoring and reporting of leave balances, attendance and overtime; employee work schedule history; and remote work location (where applicable).

Further work was undertaken 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. Additional resources have been allocated to the development of the next strategic workforce plan.

To strengthen workforce capability, CASA participated in a variety of whole-of-government programs to recruit graduates and apprentices to entry-level positions, focusing on the digital, data, and science, technology, engineering and mathematics (STEM) streams. Along with increased participation in the Indigenous Apprenticeships Program, this resulted in the successful recruitment and retention of graduates and apprentices, including Indigenous apprentices, into varying roles and across multiple business areas during the year.

CASA is developing a 5-year workforce strategy to identify key skills and capabilities to inform a fit for purpose workforce composition to regulate aviation safety now and into the future.



Image: Laura Marsh, Jess Jossy, Saskia Coleman, Directorate General of Civil Aviation Indonesia employees Meilani Eka Donggori and Aflaha Asri Nugraheni, and Jaclyn Smith attending the Women in STEM Leadership Summit.

## Women in STEM leadership conference

CASA and Directorate General of Civil Aviation Indonesia employees attended the Women in STEM Leadership Summit in Melbourne on 21–22 March 2023. The conference aims to develop and mentor high-calibre leaders through keynote presentations, workshops, and masterclasses.

It also provides a great opportunity for emerging and established leaders to share their backgrounds, narratives and experiences while addressing pressing challenges related to women's leadership in fields related to STEM – science, technology, engineering, mathematics and medicine.

CASA was represented by a group of accomplished leaders including Saskia Coleman, Manager, Surveillance; Jaclyn Smith, Manager, Remotely Piloted Aircraft Systems Policy and Regulation; Laura Marsh, Acting Senior Policy Officer; and Jess Jossy, International Programs Officer.

CASA's participation in the summit gave those attending a chance to engage with other leaders in the field and learn more about the challenges and opportunities facing women in leadership.

The summit also allowed the DGCA participants to meet their CASA mentors face to face, which opened up further opportunities for learning and development. Overall, it was beneficial for CASA and Indonesian Directorate General of Civil Aviation (DGCA) employees to engage with other leaders in the field and learn more about the challenges and opportunities facing women in leadership.

CASA was also invited by AirNav Indonesia to present at a webinar for Indonesian transport agencies on gender equality, disability and social inclusion to celebrate International Women's Day. Amanda Palmer, Branch Manager, Communications, provided a presentation covering topics that included CASA's targets for gender diversity, our inclusion strategy, employee networks and workplace gender equality reporting.



# 3

## Organisation

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

### In this part:

- Corporate governance **52**
- External engagement **80**

# Corporate governance

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

## 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.



Source: Civil Aviation Safety Authority

CASA is subject to requirements of the Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017 that specifies 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 2022–23.

## Portfolio structure and responsible minister

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

The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, was the Minister responsible for CASA throughout 2022–23.

## Ministerial directions

On 13 June 2023, the Minister for Infrastructure, Transport, Regional Development and Local Government 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 1 July 2023 to 30 June 2025. Our response to the Minister's expectations is reflected in the goals and strategies of our corporate plan and Statement of Intent.

CASA performs its role in line with the principles of the Australian Government's Resource Management Guide 128 – *Regulator Performance* and the strategic direction articulated in the Statement of Expectations.

We also operate under the Australian Airspace Policy Statement 2021, made in accordance with section 8 of the *Airspace Act 2007*, which provides the Australian Government's airspace policy objectives and priorities to CASA.

## CASA Board

The CASA Board is 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 of Aviation Safety 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 2022–23

At 30 June 2023, the Board comprised Air Chief Marshal (Ret'd) Mark Binskin AC (Chair), Marilyn Andre, Michael Bridge, Professor Felipe Gonzalez, Elizabeth Hallett, Jacqueline Korhonen and Pip Spence PSM. The Deputy Chair position was not occupied in 2022–23.

During the year:

- Marilyn Andre completed her term as a Board member on 30 June 2023.
- Elizabeth Hallett's term was extended by the Minister for a further 3 years to 30 June 2026.
- Donna Hardman completed her term as a Board member on 31 December 2022.
- Jacqueline Korhonen was appointed to the Board for a 3-year term commencing on 7 February 2023.

Table 11 provides details of Board members' experience and qualifications.



## Table 11. CASA Board members, 2022–23

### Members at 30 June 2023

**Mark Binskin AC** Non-executive member  
**Chair**

**First appointed:** 20 August 2021

**End of term:** 19 August 2024



Mark Binskin AC 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.

**Marilyn Andre** Non-executive member  
**First appointed:** 1 July 2020  
**End of term:** 30 June 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 Avia 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.

**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 Capiteq Limited, and was CEO of Capiteq 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 AustralianSuper – 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.

**Professor Felipe Gonzalez** Non-executive member

**First appointed:** 23 March 2022

**End of term:** 22 March 2025



Professor Felipe Gonzalez holds a position at Queensland University of Technology and is a Chartered Professional Engineer.

He brings 23 years of skills, experience, and strategic and risk oversight on Remotely Piloted Aircraft Systems (RPAS), emerging aviation technologies, Artificial Intelligence and automation to the Board.

Felipe has been on the boards of a number of organisations, including V-TOL Aerospace, Aspect UAV Imaging and Australian Spatial Analytics and is a Graduate of the Australian Institute of Company Directors (AICD).

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 and industry and government reports on UAV autonomy and UAV based remote sensing.

Felipe is a Fellow of the Royal Aeronautical Society and a member of 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.

**Elizabeth Hallett** Non-executive member

**First appointed:** 1 July 2020

**End of term:** 30 June 2026



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.

**Jacqueline Korhonen** Non-executive member

**First appointed:** 7 February 2023

**End of term:** 6 February 2026



Jacqueline Korhonen has over 30 years of experience in the IT, telecommunications and financial services sectors. She has built her career around transformation, profit and loss management, complex negotiations, project delivery, operations, strategy development and risk management.

Jacqueline started her career as an engineer at IBM, living and working across Australia, New Zealand, ASEAN, India and China for 23 years.

After leaving IBM, Jacqueline was appointed CEO of Infosys Australia and New Zealand, a position she held for 6 years. In the later years of her executive career she was Chief Executive Officer of SMS Management & Technology, an ASX-listed IT services company, and subsequently returned to IBM as Vice President of Cognitive Transformation Services across the Asia-Pacific region.

Jacqueline is now a non-executive director and board advisor. She was a non-executive director of NetComm Wireless until 2019. She is currently a non-executive director of MLC Insurance, Auswide Bank, Nuix Ltd and .au Domain Administration (auDA).

In addition, Jacqueline is a member of the Board of Chief Executive Women.

Jacqueline holds a Bachelor of Science and Bachelor of Engineering with Honours from the University of Sydney and is a Graduate of the Australian Institute of Company Directors.

**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 PSM 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 2023

**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 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. Donna also holds independent governance appointments with Australian Government departments.

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, cybersecurity and sustainability through Tel Aviv University, Israel.

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### Board meetings

Six scheduled Board meetings were held during 2022–23, on 24 August 2022, 19 October 2022, and 7 December 2022, and 28 February 2023, 20 April 2023 and 22 June 2023.

Mark Binskin AC, Marilyn Andre, Michael Bridge, Professor Felipe Gonzales, Elizabeth Hallett, and Pip Spence PSM attended all 6 meetings. Donna Hardman attended the August, October and December meetings. Jacqueline Korhonen attended the February, April and June meetings.

## Board Audit and Risk Committee

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

The BARC'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 BARC's charter is available at [www.casa.gov.au/about-us/who-we-are/our-board/about-our-board#CASABoardAuditandRiskCommittee](http://www.casa.gov.au/about-us/who-we-are/our-board/about-our-board#CASABoardAuditandRiskCommittee).

## Members

The BARC consists of 4 members: 2 Board members and 2 independent members who are external to CASA.

Marilyn Andre ceased her term as a member of the BARC on 7 December 2022. Professor Felipe Gonzalez commenced as a member of the BARC on 1 January 2023.

Table 13 provides details of BARC members in 2022–23.

## Meetings

The BARC held 5 meetings in 2022–23. Table 12 shows each committee member's attendance (and associated remuneration). All meetings were fully attended.

**Table 12. Board Audit and Risk Committee attendance and remuneration, 2022–23**

Member	Meetings attended					Remuneration (\$) <sup>a</sup>
	17 August 2022	23 November 2022	9 February 2023	5 April 2023	1 June 2023	
L Suur	Y	Y	Y	Y	Y	27,453.60
A Phillips	Y	Y	Y	Y	Y	13,726.80
E Hallett	Y	Y	Y	Y	Y	8,395.32
M Andre <sup>b</sup>	Y	Y	n.a.	n.a.	n.a.	4,438.90
F Gonzalez <sup>c</sup>	n.a.	n.a.	Y	Y	Y	4,181.58

Note: Total remuneration is as defined by section 4 of the Public Governance, Performance and Accountability Rule 2014. The amounts shown are GST exclusive.

a Reflects only remuneration paid for Board Audit and Risk Committee duties.

b Member departed on 7 December 2022.

c Member commenced on 1 January 2023.

**Table 13. Board Audit and Risk Committee members, 2022–23**

**Lembit Suur** Independent member

**Chair**

**First appointed:** 1 January 2021

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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.

**Marilyn Andre** Board member

**First appointed:** 21 April 2021

**Departed:** 7 December 2022

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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 Aviation 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.

**Professor Felipe Gonzalez** Board member  
**First appointed:** 1 January 2023

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Professor Felipe Gonzalez holds a position at Queensland University of Technology and is a Chartered Professional Engineer.

He brings 23 years of skills, experience and strategic and risk oversight of RPAS, emerging aviation technologies, Artificial Intelligence and automation to the Board.

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

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 and industry and government reports on UAV autonomy and UAV based remote sensing.

Felipe is a Fellow of the Royal Aeronautical Society and a member of 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.

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

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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.



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

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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.

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## 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.

Its focus 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

- implementation of management's response to issues raised by staff in the Australian Public Service employee census and other employee-related surveys
- 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.

### Members

Table 14 provides details of People and Culture Sub-Committee members.

**Table 14. People and Culture Sub-Committee members, 2022–23**

**Michael Bridge**  
**Chair**

**First appointed:** April 2022

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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 Capiteq Limited, and was CEO of Capiteq 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 a member of the CASA Board.

**Gerard Fogarty AO** Independent member

**First appointed:** June 2023

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Gerard is a strategy, leadership and strategic human resource management specialist and accomplished senior executive and non-executive director.

He was the Chief Executive Officer of Defence Health Limited for 9 years. Prior to that he was a soldier and non-executive director.

His military career was predominantly in the fields of strategy and leadership, and strategic human resource management.

**Pip Spence PSM** Committee member

**CEO/DAS**

**First appointed:** April 2022

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.

**Linda Spurr** Independent member

**First appointed:** April 2022

Linda is a human resource specialist, a non-executive Director, Deputy Chair, Committee Chair, past CEO and Principal Constant with more than 20 years of executive and board level experience spanning Defence, public sector, commercial and not for profit organisations. Her experience is in aviation, transport, education and professional services industries.

Her background includes roles as the non-executive director of NORTEC Employment and Training, and non-executive director and deputy chair of Aviation Aerospace Australia.

Linda is the principal consultant of Linda Spurr Consulting and provides expert advice on all aspects of business performance and improvement.

## Meetings

The People and Culture Sub-Committee held 6 meeting in 2022–23. Table 15 shows each committee member’s attendance. All meetings were fully attended.

**Table 15. People and Culture Sub-Committee attendance, 2022–23**

Member	Meetings attended					
	23 August 2022	18 October 2022	6 December 2022	27 February 2023	19 April 2023	21 June 2023
Michael Bridge	Y	Y	Y	Y	Y	Y
Gerard Fogarty <sup>a</sup>	n.a.	n.a.	n.a.	n.a.	n.a.	Y
Pip Spence	Y	Y	Y	Y	Y	Y
Linda Spurr	Y	Y	Y	Y	Y	Y

<sup>a</sup> Member commenced on 21 June 2023.

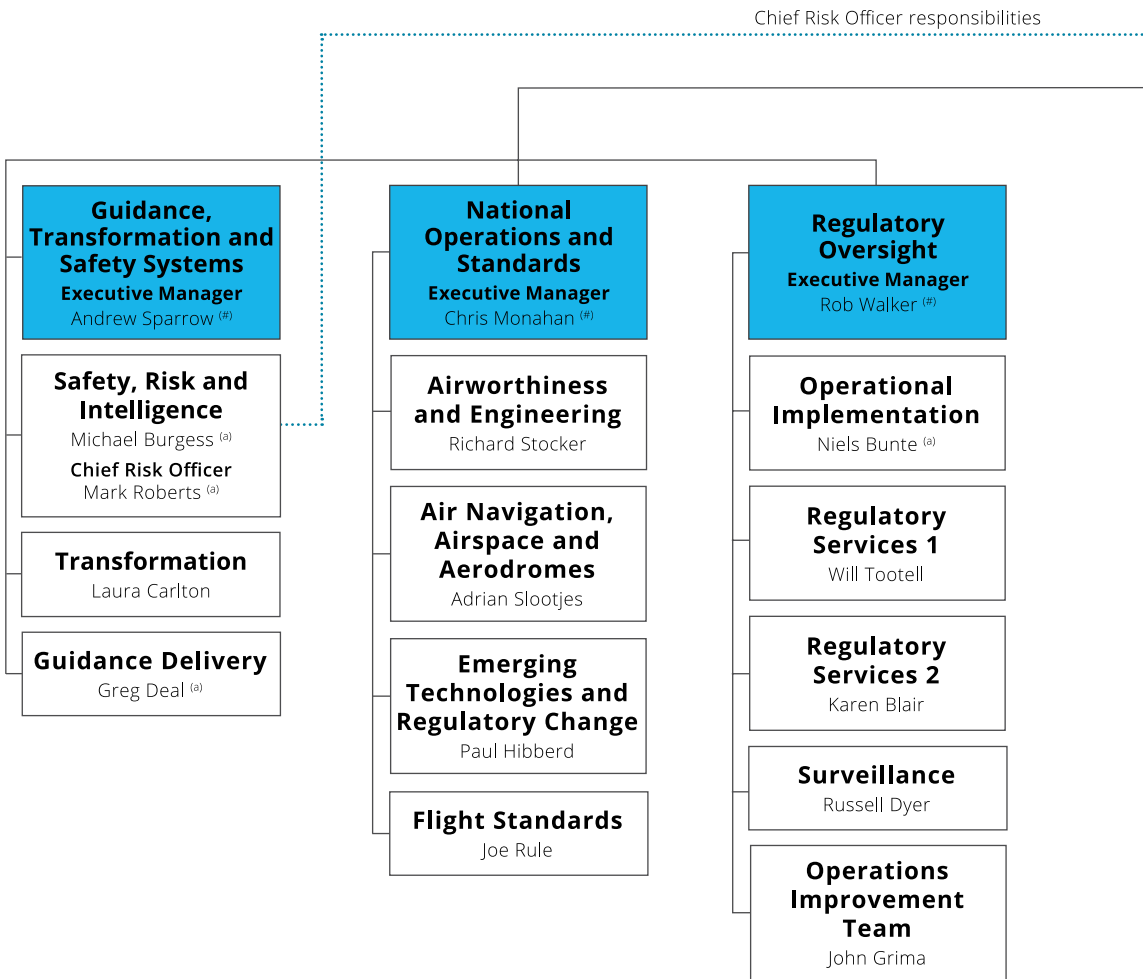
## Organisational structure

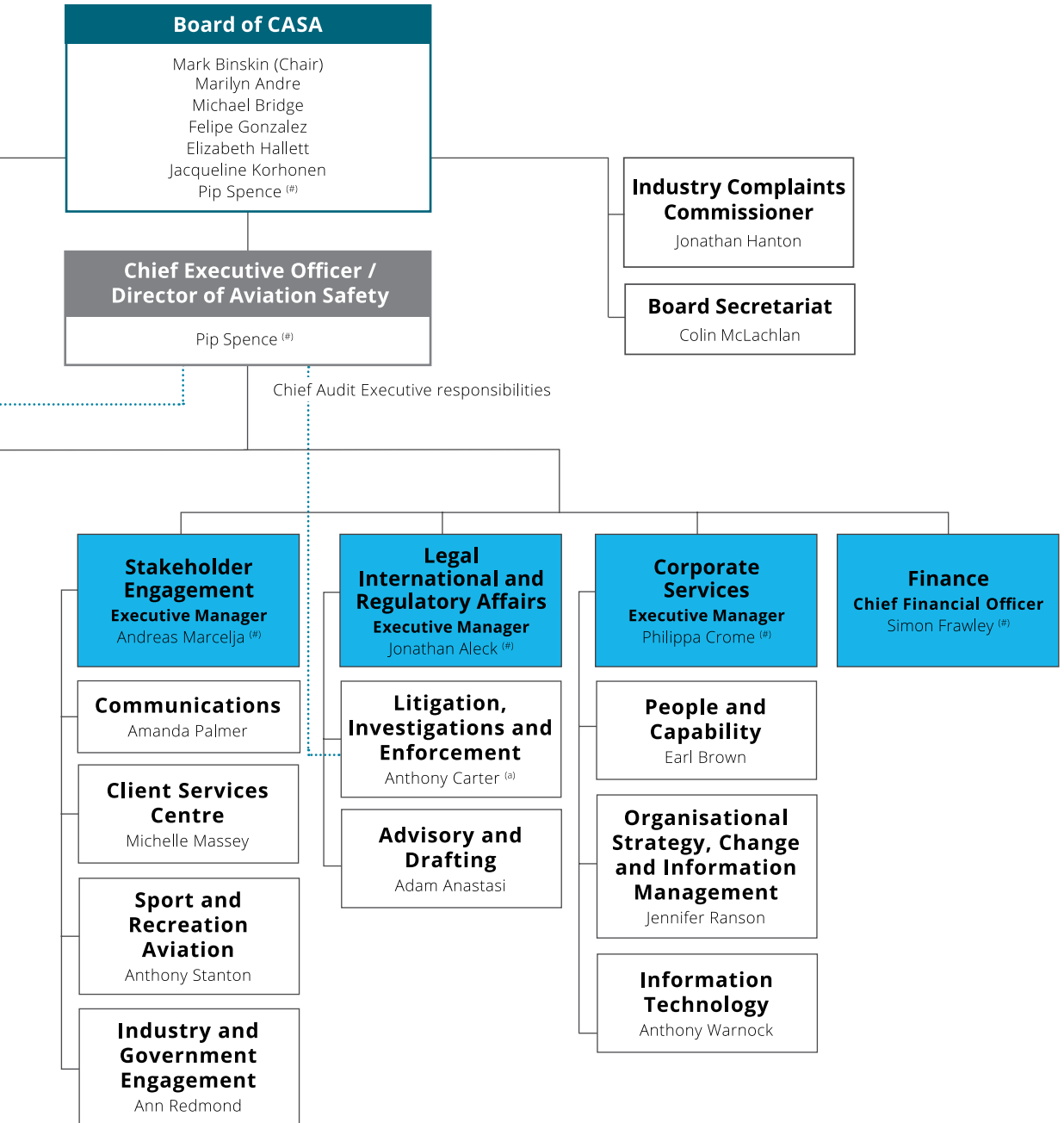
CASA's structure is designed to ensure that resources are aligned to core functions, providing for clear lines of reporting.

Figure 7 shows the elements and relationships of CASA's organisational structure at 30 June 2023. CASA has no subsidiaries.

Board Audit & Risk Committee
Lembit Suur (Chair) Marilyn Andre Felipe Gonzalez Elizabeth Hallett Amanda Phillips

Figure 7. Organisational structure at 30 June 2023





(#) Executive Committee Members

(a) acting

## Structural changes

During 2022–23, CASA made changes to its structure to further improve the alignment of functions and support the ongoing implementation of the new operating model established in 2021.

The National Operations and Standards Division's Regulation Implementation Branch and Remotely Piloted Aircraft Systems (RPAS) Branch were combined to form the new Emerging Technologies and Regulatory Change Branch.

Some functions of the Remotely Piloted Aircraft Systems Branch moved from the National Operations and Standards Division into the Stakeholder Engagement Division to better reflect the remit of this branch in communicating with the sports and recreational aviation community.

Within the Stakeholder Engagement Division, the Engagement, Communication and Safety Education Branch was split into 2 branches: Communications, and Industry and Government Engagement. The Industry and Government Engagement Branch has also taken on the government and parliamentary services function which previously resided within the Office of the CEO.

The Corporate Services Division amalgamated the Training and People branches to create the People and Capability Branch, allowing for greater synergies between functions and a flattening of the divisional structure. Additionally, the Corporate Strategy and Transformation Branch changed its name to Organisational Strategy, Change and Information Management to better reflect its functions.

## Senior management changes

During 2022–23:

- Andreas Marcelja was appointed as Executive Manager Stakeholder Engagement
- Andrew Sparrow was appointed as Executive Manager Guidance, Transformation and Safety Systems
- Mark Sullivan departed as Branch Manager Safety, Risk and Intelligence and Chief Risk Officer
- Laura Carlton transferred to National Manager Transformation
- Roger Crosthwaite transferred to Executive Advisor Aviation Safety in the Office of the CEO
- Joe Rule transferred to Branch Manager Flight Standards
- Will Tootell was appointed as National Manager Regulatory Services 1
- John Grima transferred to Branch Manager Operations Improvement
- Ann Redmond was appointed as Branch Manager Industry and Government Engagement
- Amanda Palmer was appointed as Branch Manager Communications
- Luci Henson departed as Branch Manager People
- Jennifer Ranson was appointed as Branch Manager Organisational Strategy, Change and Information Management
- Michelle Massey transferred to Branch Manager Client Services Centre
- Paul Hibberd transferred to Branch Manager Emerging Technologies and Regulatory Change
- Adrian Slootjes was appointed as Branch Manager Air Navigation, Airspace and Aerodromes Branch
- Earl Brown transferred to Branch Manager People and Capability Branch.

## Executive leadership team

CASA's executive leadership team comprises 6 Executive Managers and the Chief Financial Officer, as shown in Figure 8.

Information on executive remuneration is provided in tables B5–B7 in Appendix B.

**Figure 8. Division roles and executives, at 30 June 2023**

### 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.

Jonathan is a member of CASA's Executive Committee and Aviation Safety Committee.

**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.

Philippa is a member of CASA's Executive Committee, Aviation Safety Committee, and People and Culture Sub-Committee; Deputy Chair of CASA's Major Programs Board; and Champion for the CASA Aboriginal and Torres Strait Islander Employee Network.



## 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.

#### Chief Financial Officer

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.

Simon is a member of CASA's Executive Committee and Major Programs Board.

## Stakeholder Engagement

**Andreas Marcelja**  
Executive Manager



### 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 2016 and was appointed to the role of Executive Manager Stakeholder Engagement in December 2022.

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.

Andreas is a member of CASA's Executive Committee and Aviation Safety Committee and is CASA's Abilities Champion.

## 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.

Chris is a member of CASA's Executive Committee and Aviation Safety Committee.

## Guidance, Transformation and Safety Systems

**Andrew Sparrow**  
Executive Manager



### 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 43-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 Executive Manager Guidance, Transformation and Safety Systems in November 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.

Andrew is a member of CASA's Executive Committee and Aviation Safety Committee.

**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 a member of CASA's Executive Committee, Aviation Safety Committee and Major Programs Board. He was CASA's Abilities Champion for part of 2022–23.

## Risk management

CASA applies an enterprise-wide approach to risk management consistent with the Commonwealth Risk Management Policy 2023 and the requirements of the PGPA Act.

### Strategic risks

In November 2022, the CASA Board identified 5 strategic risk areas which are aligned to CASA's strategic vision, function, and goals. The key risk areas 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.

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 regulated community, and risks relating to CASA's ability to adapt to and influence the evolving aviation 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.

## 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. 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 IT 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 2022–23 internal audit program, 5 audits were completed, comprising a mixture of performance audits in areas including external delegations, operational mandatory training and cybersecurity. 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 2021–22* was recognised with a prestigious Gold award in the 2023 Australasian Reporting Awards. CASA has received 11 consecutive Gold awards for its reporting.

## Governance committees

At 30 June 2023, in addition to Board arrangements, CASA had 3 internal governance committees, as described below.

### Executive Committee

The Executive Committee assists the Chief Executive Officer 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.

Membership of the Executive Committee comprises the Chief Executive Officer and Director of Aviation Safety; all Executive Managers; and the Chief Financial Officer. The committee meets every 3 weeks, or more often as required.

### Aviation Safety Committee

The Aviation Safety Committee is an advisory and monitoring committee which supports the Director of Aviation Safety on matters related to regulatory and safety compliance, safety strategies, safety performance, international safety developments and emerging aviation safety risks.

Membership of the Aviation Safety Committee comprises the Chief Executive Officer and Director of Aviation Safety, all Executive Managers, and the Chief Risk Officer. The committee 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, the Executive Manager Corporate Services, the Executive Manager Regulatory Oversight Division, the Chief Financial Officer, and 2 external independent members from other Commonwealth entities. The Executive National Manager National Operations and Standards ceased membership on 25 May 2023 and was replaced by the Chief Financial Officer. 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 Code of Conduct and Values set out the standard of behaviour expected of CASA employees. They are promoted to new employees during their orientation and reinforced in online mandatory training for all employees. CASA expectations of behaviours are embedded in our Performance

Management and Communication Scheme, which applies to all employees.

During 2022–23, 4 allegations were referred for investigation. Three matters were finalised, with one resulting in a breach of the Code of Conduct.

Table 16 provides details of investigations in the past 3 financial years.

**Table 16. Code of Conduct Matters, 2020–21 to 2022–23**

Detail	2020–21	2021–22	2022–23
Investigations commenced	1	2	4
Investigations finalised	1	1	3
Investigations ongoing at 30 June	0	1	1
Employees who breached the Code of Conduct	0	1	1
Non-financial sanctions	0	0	0
Terminations	0	1	0
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.

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.

## 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.

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.

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

CASA is committed to providing up-to-date awareness training on fraud, corruption and integrity to all CASA officials. CASA officials are required to complete the mandatory fraud awareness eLearning module within the first 3 months of commencing with CASA. Refresher training is required to be completed every 2 years while the official remains with CASA.

*CASA's Fraud Control and Integrity Plan 2022-2024* has been endorsed by the BARC and the Board. The plan is aligned with the Commonwealth Fraud Control Framework.

CASA investigated one matter involving potential internal fraud in 2022-23. This matter was referred to CASA from another Commonwealth entity and concerned possible misuse of leave entitlements. Following completion of CASA's investigation, information obtained during that investigation was provided to the referring Commonwealth entity for its further consideration. No action was taken by CASA.

Further, a number of minor irregularities, primarily involving the inadvertent misuse of CASA corporate credit cards, were identified and reviewed, and employees were reminded of their obligations in relation to the use of the cards they hold.

During 2022-23, a series of integrity spot checks were conducted by the CASA Investigations Section. The spot checks were focused on higher-risk areas of CASA's business activities, with a view to identifying potential internal fraud or other compromises of CASA's integrity framework. No issues of concern requiring further investigation arose from the conduct of the spot checks.

No fraud-related matters were referred to the Australian Federal Police or the Commonwealth Director of Public Prosecutions.

# External engagement

We strive to consult and communicate effectively with the aviation industry and the wider aviation community, in Australia and overseas, as this engagement forms key elements of CASA's corporate goals and responsibilities under the *Civil Aviation Act 1988*.

## Stakeholder survey

CASA's most recent biennial stakeholder satisfaction survey opened on 17 April 2023 and closed on 15 May 2023. A random sample of 6,600 stakeholders across all major stakeholder groups were invited to participate. The survey was conducted by independent consultants, with the final report provided to CASA by 30 June 2023.

## 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 across a range of platforms 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 131,187 followers in 2022–23.

All CASA social media channels continued to experience steady growth in number of followers, with the corporate Facebook channel clicking over 50,000 followers for the first time. The LinkedIn channel experienced the highest rate of growth, with the number of followers increasing by 5,458 to reach 46,921.

Our top Facebook post for 2022–23 was the announcement that the air operator certificate for Bonza Airlines had been approved. The post reached 38,210 people and provoked 1,160 reactions, comments and shares.

The top LinkedIn post was about our participation in the Avalon Airshow, with 15,232 impressions, 2,905 clicks and 302 reactions and comments.

## CASA Consultation Hub

The CASA Consultation Hub supported 38 consultations and feedback surveys during 2022–23, with a total of 1,968 responses, as shown in Table 17.

In 2022–23, we had 114,941 unique visits to the site, with 149,786 page views. In addition to several consultations concerning remotely piloted aircraft systems, we supported significant consultations related to aviation medical policy, emerging technologies and general aviation maintenance rules.

**Table 17. CASA Consultation Hub activity, 2020–21 to 2022–23**

Period	2020–21	2021–22	2022–23
Public consultations and feedback surveys supported	26	30	38
Responses received	2,602	2,751	1,968

## 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 3,700 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](https://flightsafetyaustralia.com). The site attracted 289,040 unique visitors during 2022–23.

## E-newsletters and emails

In 2022–23, CASA produced 6 e-newsletters and updates:

- *The CASA Briefing*, our original e-newsletter for people working in the aviation industry or interested in aviation
- *Regulatory wrap-up*, a monthly summary of regulatory activities that is emailed to relevant subscription mailing lists, outlining new consultations, rules and regulations, instruments, guidance materials, events and other pertinent news

- *What can I do next?*, guidance sent to operators monthly to help them understand and comply with the next set of milestones in the implementation of the flight operations regulations, including guidance materials, resources and invitations to online webinar information sessions
- *Know Your Drone*, information for recreational users of remotely piloted aircraft systems
- *Your safety is in your hands*, a monthly e-newsletter for pilots with a focus on pilot safety education
- a quarterly e-newsletter sent to 46 drone safety advocates, to maintain strong relationships, communicate regular updates and encourage them to promote their status as safety advocates.

Table 18 provides details of subscriber engagement with our e-newsletter content in 2022–23.

CASA also communicated with the aviation community and general public through 611 targeted bulk emails during the year.

**Table 18. E-newsletter campaigns 2022–23**

Frequency	E-newsletter	Subscribers	Open rate (%)	Click-through rate (%)	Click-to-open rate (%)
Monthly	<i>The CASA Briefing</i>	48,884	46	9	21
	<i>Know Your Drone</i>	35,819	47	7	15
	<i>What can I do next?</i>	7,803	45	9	20
	<i>Regulatory wrap-up</i>	21,840	43	5	12
	<i>Your safety is in your hands – Pilot Safety Hub</i>	28,178	66	4	6
Quarterly	Know Your Drone Safety Advocate Newsletter	41	59	12	20

## Webinars and seminars

Our team of Aviation Safety Advisors delivered 153 aviation safety seminars and 367 on-site visits around Australia, connecting with 4,608 industry members.

The 2022–23 seminars explored the theme of *Non-controlled aerodromes: manage your risks*, focusing on mitigating risks and operating safely around non-controlled aerodromes. Key safety issues discussed were radio calls, look out and listen out, procedures, and pre-flight planning.

Twelve webinars were co-hosted by our Aviation Safety Advisors in partnership with industry and subject matter experts in support of the *Your safety is in your hands* pilot safety campaign. The webinar series was attended by 1,840 industry members, including many general aviation recreational pilots. Topics covered included non-controlled aerodromes, weather and forecasting, flight planning and controlled aerodromes.

To support the training and checking systems and safety management systems transition for the flight operations regulations, CASA hosted:

- 4 online information sessions between July and August 2022, to educate operators on what is required to submit their training and checking systems documentation, and to answer their questions. In total, 107 operators attended.
- 4 online information sessions between October and November 2022, to educate operators on how to submit their safety management system implementation plans and to answer their questions. In total, 94 operators attended.

A range of webinars were also held to support industry consultation activities on vertiports.

On 19 June 2023, we held the first in our new series of aviation medicine webinars, attended by almost 200 participants. This webinar was about demystifying the aviation medicine process. Further sessions will be held in the second half of 2023.

## Aviation safety campaigns

Under the *Civil Aviation Act 1988*, we have a responsibility to encourage greater acceptance of aviation safety through education and training programs.

### ***Know Your Drone***

The *Know Your Drone* safety education campaign for recreational drone operators ran from 9 January to 4 March 2023. This is the fourth phase of the campaign, which first launched in 2019.

The campaign continues to advance CASA's longer-term objective of promoting safer drone flying – achieving widespread awareness and positive behavioural outcomes. Drone owners and people who intend to purchase a drone in the next 12 months view the campaign positively. A strong majority agree that the ads are clear and believable, communicate where people can find out more, and are important. There was also broad agreement that the campaign is educational, thought provoking, distinct, and motivating.

Around one-quarter of owners surveyed across phases 1 and 2 of the campaign indicated they had adopted safer flying practices as a result of seeing the campaign (28% for phase 1 and 24% for phase 2). This increased to 30% across phase 3 and peaked at 35% across phase 4.

Awareness of each of the drone rules significantly increased between phase 1 and phase 4. In the phase 4 evaluation, drone owners correctly identified an average of 8 out of 11 rules. The proportion of owners correctly identifying the rules increased by 9 percentage points, from 64% to 73% – a statistically significant improvement – compared to the phase 1 benchmark in 2020. Additionally, those who recalled seeing the campaign could identify on average one more rule than those who could not recall seeing the campaign.

### ***Your safety is in your hands***

More than 30,000 licenced pilots are active in Australia. Each year, a significant number of safety occurrences are reported involving Australian aircraft.

Recognising the importance of addressing concerns in this sector, CASA launched the *Your safety is in your hands* campaign in August 2022. This initiative aims to encourage participation in CASA's safety education program among general aviation and recreational pilots. By raising awareness and encouraging active participation in ongoing safety education, the campaign strives to improve pilot safety behaviours and reduce the number of safety occurrences.

The campaign is achieving significant reach, awareness, and impact among pilots, leading to increased engagement with aviation safety information and positive shifts in perceptions of CASA. Two-thirds (64%) of pilots acted as a result of seeing the campaign, with 36% visiting either the CASA website or the Pilot Safety Hub, which is a webpage for pilots to find out more and brush up on their knowledge, [www.casa.gov.au/pilots](http://www.casa.gov.au/pilots).

The campaign was successful in highlighting important information, as reported by 80% of pilots. Additionally, 71% of pilots expressed interest in visiting a Pilot Safety Hub to find out more information about the campaign, demonstrating a positive response to the resources provided. The campaign also prompted pilots to reflect on their flying behaviour, with 52% acknowledging the campaign's impact in this regard.

## 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

Professor Patrick Murray AM is the independent Chair of the ASAP. At 30 June 2023, the industry members were Mr Stuart Aggs, Dr Reece Clothier, Capt Ray Cronin, Ms Adrienne Fleming OAM, Mr John Gissing, Mr Mark Thompson, Ms Shannon O'Hara and Dr 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 systems.

The ASAP met 3 times during 2022–23.

### 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 panel was established, in 2017, 29 technical working groups have operated.

In 2022–23, 38 technical working group meetings were conducted, including face-to-face gatherings and videoconferences. CASA continued to consult on regulatory change proposals via the CASA Consultation Hub ([consultation.casa.gov.au](https://consultation.casa.gov.au)).

## FlySafe and the Aviation State Engagement Forum

FlySafe forums provide a platform for industry members to engage with government organisations and strengthen interactions as part of the Australia's State Safety Program.

Industry representatives are 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 Perth, Sydney and Cairns in 2022–23. All respondents rated the forums as 'good' or 'excellent', stating that they found the events useful. We are currently reviewing the forum, based on participant feedback, before publishing the schedule for 2023–24.

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 2022–23, 111 advisory papers and consultations were published on the AvSEF website.

## Sponsorship and grants

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

In 2022–23, CASA opened for submission the safety promotion sponsorship program and scholarships for aircraft maintenance engineers and safety managers.

Table 19 shows the value of CASA's sponsorships and grants and the numbers of organisations or events assisted in recent years.

**Table 19. Sponsorships and grants, 2020–21 to 2022–23**

Result	2020–21	2021–22	2022–23
Total funds	\$215,404	\$215,775	\$285,709
Number of organisations/events	47	43	52

## 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 2022–23.

## Australian Transport Safety Bureau

The relationship between CASA and the ATSB is governed, in part, by a memorandum of understanding.

The memorandum focuses on ensuring collaborative and cooperative interaction and safety information sharing that leverages aviation accident and incident data, analysis and research to inform decision-making and activities related to aviation safety.

The memorandum also provides opportunity to discuss findings of accident investigations and to clarify 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 arrangement covers issues such as the roles of CASA and the ATSB in accident investigations, assistance during investigations, Australia's State Safety Program and the exchange of safety information and safety education.

The agencies cooperate on important research projects that improve the understanding of and response to issues that affect flight safety in Australia.

## International engagement

CASA is a well-respected civil aviation safety regulator, regionally and globally. Ongoing 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 ICAO, primarily through a tripartite 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

Australia is one of 193 member States of ICAO, a specialised agency of the United Nations with responsibility for creating Standards and Recommended Practices for civil aviation. ICAO was established by the Convention on International Civil Aviation (the Chicago Convention), which provides for the safe and orderly development of international civil aviation. Australia is a longstanding member of the ICAO Council and one of 11 elected 'States of chief importance in air transport'.

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. CASA provides the ICAO Rapporteur for the Initial and Continuing airworthiness panels, participates in the Operations Working Group of the Remotely Piloted Aircraft Systems Panel, and holds leadership roles in many of the other panels. Our expertise in 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 – Asia and Pacific Regions, 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 2022–23, a CASA expert in safety systems participated in ICAO State Safety Programmes (SSP) Implementation Assessments, which assess the maturity of the ICAO member States' State Safety Programmes. The process will become an integral part of ICAO's Universal Safety Oversight Audit Programme and will comprise part of ICAO's assessment of Australia in September 2023.

Responsibility for Australia's participation at ICAO Headquarters in Montreal, Canada, 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 three parties sponsor the Australian Permanent Mission to the ICAO office in Montreal, through which Australia's liaison with ICAO and the coordination of our contribution to ICAO's activities are directed.



## 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.

CASA collaborates 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.

In 2022–23, CASA and the United States Federal Aviation Administration (FAA) held technical discussions towards the development of a Special Arrangement and Management Procedures for cooperation in design, manufacture, and continued airworthiness responsibilities, between the FAA as the Authority for the State of Design and CASA as the Authority for the State of Manufacture.

In October 2022, CASA agreed to commence development of a collaborative working arrangement with the United Kingdom Civil Aviation Authority. The scope of the arrangement is to include airworthiness certification, production certification and aircraft maintenance. Work on this arrangement is underway and will continue into 2023–24.

## Engagement with aviation authorities

CASA continued to proactively engage and maintain positive working relationships with other key aviation authorities in 2022–23.

Comprising aviation regulators from Australia, Canada, New Zealand, the United Kingdom and the United States, the National Aviation Authority Network aims to foster cooperation, learning and sharing of best practices by working in partnership on common challenges in aviation.

CASA is leading coordination of the network's Innovation Working Group, which is looking for opportunities to streamline validation of advanced air mobility aircraft and share results of emerging technology research and development activities to minimise duplication of effort to certify the technologies. In 2022–23, CASA also worked with the network to establish new working groups to consider communication and education activities; medical issues; and horizon scanning, rulemaking, regulatory models and approaches.

CASA continued to engage with Canada and New Zealand under a trilateral partnership, holding discussions on industry engagement; ICAO engagement; ICAO audits; facilitating cross-jurisdictional aerial work operations; internal safety culture; enforcement of operational manual requirements; Safety Management Systems; and over-the-horizon scanning.

## Regional cooperation

The Australian Government's bilateral arrangements with Indonesia and Papua New Guinea 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 2022–23, regional cooperation included activities focused on:

- aviation safety seminars to improve industry education and outreach in Indonesia
- a new 'women in leadership' mentoring program
- wildlife hazard management, including advice on establishing a national committee in Indonesia
- the development of online training courses and access to CASA's learning management system for Papua New Guinea officials.

CASA liaised closely with the Department of Foreign Affairs and Trade on aviation safety approaches in the Pacific and signed a grant agreement under the Pacific Aviation Support Program. With grant funding, CASA supported aviation medicine training and professional development in the Pacific and worked closely with the Tonga Civil Aviation Division under a new memorandum of understanding for the provision of regulatory advice, technical assistance and mentoring.

CASA continued to provide advice to the Pacific Aviation Safety Office through governance meetings, with discussions focused on regional preparations for ICAO audits; information sharing; and the office's successful implementation of governance reforms.

CASA is an Executive Committee member of the FAA – Asia-Pacific bilateral partners forum, which is formed to progress arrangements between regional aviation authorities and to identify opportunities for alignment and cooperation. CASA participates in subordinate working groups including the advanced air mobility working group, uncrewed aircraft systems certification working group, continued operational safety working group, and surveillance strategies working group.



Source: Civil Aviation Safety Authority



Image: Engineers attending the Australian Beechcraft Society safety promotion workshop.

## Safety promotion for Beechcraft engineers

CASA's safety promotion sponsorship program aims to improve and raise awareness of aviation safety in Australia's civil aviation sector. It supports community and not-for-profit organisations to host safety-related activities such as conferences, workshops and educational programs.

In 2023, the program sponsored the first of a series of Australian maintenance workshops designed to create opportunities for licensed aircraft maintenance engineers to learn by listening to experts share their knowledge and experiences.

The Australian Beechcraft Society held a 3-day maintenance workshop in Wagga Wagga, New South Wales, in March 2023. Around 15 people attended the workshop, which was aimed at licensed aircraft maintenance engineers who work on Beechcraft aircraft.

The Australian Beechcraft Society sponsored renowned presenter Bob Ripley to travel from the United States to run the workshop. For nearly 40 years, Bob has managed his own maintenance facility near Atlanta, Georgia, which focuses solely on piston Beechcraft aircraft. For the past 15 years he has also been the senior technical adviser of the American Bonanza Society, an international association for Beechcraft enthusiasts.

The workshop program covered common aircraft maintenance issues and ways to address them, with special emphasis on Beechcraft landing gear inspections, rigging and repair. It featured seminars on common issues with piston Beechcraft maintenance, and a question-and-answer session.

More information about the safety promotion sponsorship program is available on the CASA website.



Image: Melanie Waddell, award recipient Annelise Elson and Karen Blair, Branch Manager, Regulatory Services 2, CASA, at the Sir Donald Anderson awards.

## Sir Donald Anderson Awards

CASA is proud to sponsor the Sir Donald Anderson Awards, which are granted annually to the women pilots who performed best in CASA aviation examinations during the year.

The award winners for 2023 were announced in March at the annual Australian Women Pilots' Association conference held in Mount Gambier, South Australia, with the theme of *Discover our space*.

Karen Blair, CASA National Manager Regulatory Services 2, and Melanie Waddell, senior CASA inspector, attended the conference to present the awards. Wing Commander Marija Jovanovich, a military test pilot and the Royal Australian Air Force's most senior female pilot, was the awards night guest speaker.

The 3 women who received awards were found to have made the best progress towards gaining professional aviation qualifications:

- Annelise Elson won first place after completing both the commercial pilot licence (CPL) and the air transport pilot licence (ATPL) with an average score of 88.71%. Annelise achieved 7 results of 90% or higher, including the perfect result of 100% in ATPL navigation.
- Evelyn Chensen gained the Commercial Pilot Aeroplane Licence (P(A)L) theory examination credit with an average score of 95.12%, including 100% in the flight rules and procedures exam.
- Sasha Cantwell gained the Air Transport Pilot (Aeroplane) Licence (ATP(A)L) theory examination credit with an average score of 89.14%.

CASA also sponsored the education day of the conference, where Sharon Marshall-Keeffe, an emerging technology project manager with CASA, provided a presentation on CASA's Remotely Piloted Aircraft Systems and Advanced Air Mobility Strategic Regulatory Roadmap.

# 4

## 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 **92**
- Work health and safety **100**



# 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.

## Key achievements

We achieved a significant milestone in supporting our workforce with the introduction of the *People and Culture Strategy 2022–2027*. The strategy focuses on the following 4 pillars:

- **Culture:** Develop our workplace culture by embedding our vision, mission and values at the organisation, team and individual levels to support professional and respectful relationships within CASA, with the aviation industry and with other stakeholders.
- **Wellbeing:** Embed strong work health and safety (WHS) practices that promote a focus on the physical, emotional and mental wellbeing, safety and development of our people.
- **Workforce planning:** Ensure that we have a workforce that is fit for purpose, suitably qualified, and trained to perform CASA functions now and into the future.
- **Capability:** Invest in, nurture and strengthen our workforce capability to improve our leadership, teamwork, industry engagement and technical performance in a changing environment.

The implementation of our People and Culture Strategy supports the wellbeing and effectiveness of our workforce as we navigate the challenges and opportunities ahead.

CASA successfully delivered all of the actions in our Innovate Reconciliation Action Plan (RAP) 2021–2023. In June 2023, CASA launched a Stretch RAP 2023–2026 in our Darwin Office, with the Board in attendance and a performance by *Our Way* artist James Baban (for information about *Our Way*, please see the inside front cover of this report).

The Stretch RAP embeds reconciliation into our day-to-day business both internally and externally across CASA's sphere of influence.

In December 2022, CASA participated in the Australian Network on Disability's 2022 Access and Inclusion Index. The index is an online assessment tool that helps Australian organisations to understand, benchmark, and improve performance in these areas. CASA's results ranked us equal seventh of organisations that participated in the 2022 index.

## Employees

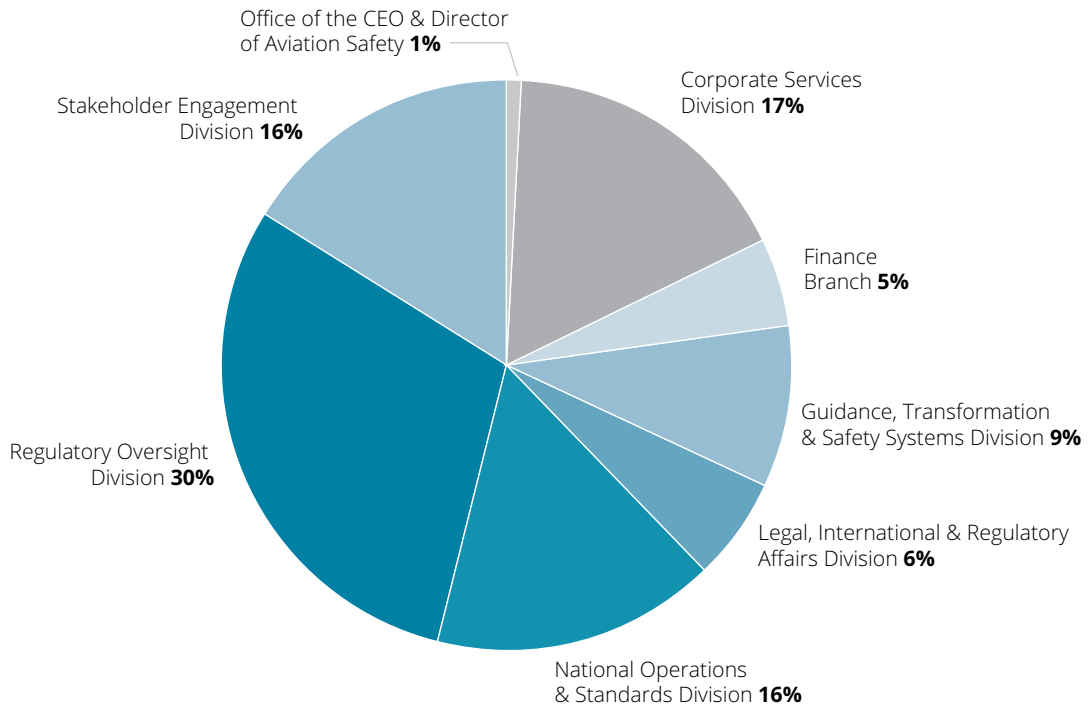
At 30 June 2023, CASA had 881 employees, comprising 819 ongoing employees and 62 non-ongoing employees (including casuals). The ongoing total included 804 operative employees and 15 inoperative employees (inoperative employees are employees on long-term leave for maternity or paternity reasons or employees 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 2023 was 852 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 9 shows the breakdown of employees into CASA's main work areas.

**Figure 9. Proportion of employees by work area at 30 June 2023**



### 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. On 17 November 2019, the then Chief Executive Officer and Director of Aviation Safety issued a determination to provide 2% per annum remuneration increases over the following 3 years. The final pay rise under the 2019 determination was provided to employees on 17 November 2021. A further determination was issued to provide employees with a 3% per annum remuneration increase, which was paid on 17 November 2022.

At 30 June 2023, 96.3% of CASA employees were employed under the enterprise agreement.

The remaining 3.7% of employees were employed under individual contracts. CASA employees employed under individual contracts received one remuneration increase in 2022–23.

### Unplanned absences

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

In 2022–23, CASA employees used an average of 14.5 days of unscheduled leave per FTE employee, as shown in Table 20. The majority of absences were taken as personal leave (97.2%).

**Table 20. Unplanned absence rates, 2020–21 to 2022–23 (days per FTE)**

Financial year	CASA	Australian Public Service
2020–21	10.9	12.2
2021–22	12.1	12.8
2022–23	14.5	n.a. <sup>a</sup>

FTE = full-time equivalent staff member

a The Australian Public Service average for 2022–23 will be published in late 2023.

## Employee turnover

In 2022–23, 73 ongoing employees separated from CASA. The total ongoing employee separation rate was 8.9% as shown in Table 21.

The primary reasons for separation in 2022–23 were personal reasons (47.9%), resignation and movement to an Australian Public Service agency (16.4%), retirement at or after age 55 (24.7%), and termination of excess employees (6.8%).

**Table 21. Employee turnover, 2020–21 to 2022–23 (% of ongoing employees)**

Financial year	CASA	Australian Public Service
2020–21	8.1	6.3
2021–22	11.6	7.0
2022–23	8.9	6.9

## Workplace diversity and inclusion

Throughout 2022–23, 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 define 'diversity' and 'inclusion' as follows:

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

Workforce diversity promotes and enhances CASA's culture of acceptance, creative thinking and ideas sharing and boosts CASA's attractiveness to potential employees.

Five Indigenous Apprenticeship Program (IAP) participants graduated in June 2023 having successfully completed a Diploma in Government and a 12-month placement at CASA. Furthermore, one of our apprentices was nominated by the training provider for the Aboriginal and Torres Strait Islander Student of the Year Award for 2023. This graduating apprentice has been shortlisted and interviewed for this award.

CASA has nominated one employee in 2023 to participate in the 12-week Empowered Communities 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. The selection process is still underway. This continued CASA's involvement in Jawun programs with one participant in the 6-week secondment program in 2022.

## Personal development opportunities

During the year, we delivered 4 inclusive language workshops in offices located on Country of the Ngunnawal and

Ngambri (Canberra), Yidinji (Cairns) and Whadjuk Nyoongar (Perth) peoples. Collectively, 48 employees attended these workshops. Four Words at Work training workshops were delivered through the Diversity Council of Australia to empower CASA employees to contribute to a more inclusive workplace and were attended by 101 employees.

## Diversity profile

Table 22 shows that the diversity of CASA's workforce improved over the past 2 financial years.

**Table 22. Diversity in CASA's workforce, 2020-21 to 2022-23 (%)**

Identity	2020-21	2021-22	2022-23	
Aged 55 years or over	33.8	33.1 <sup>a</sup>	34.5	
Culturally and linguistically diverse	14.7	16.1	15.7	
Gender	Female	37.8	38.1	39.2
	Other	0.1	0.1	0.1
	Male	62.1	61.8	60.7
Indigenous Australian	2.5	2.7	2.8	
With disability	4.1	4.3	4.5	

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

<sup>a</sup> This figure has been updated to correct an error in Table 17 of the 2021-22 annual report.

**Figure 10. Diversity groups in CASA's workforce at 30 June 2023**



**39.2%**  
are female



**34.5%**  
are aged  
55 years  
or over



**2.8%**  
identify as being  
Indigenous  
Australians



**4.5%**  
identify as  
having disability



**15.7%**  
identify as being  
from a non-English  
speaking background

## 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 2022–23.

### CASA Abilities Network

The role of champion of the CASA Abilities Network (CAN) transitioned from Rob Walker (Executive Manager Regulatory Oversight Division) to Andreas Marcelja (Executive Manager Stakeholder Engagement Division) in 2022–23. The network currently has 20 members.

Key activities of this network included:

- hosting an International Day of People with Disability event, including interviews with Dr Kate Manderson (Principal Medical Officer), and Nicholas Scott, web publisher and former Stepping Into program participant
- collating, completing, and submitting evidence of inclusive workplace practices in response to 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 LGBTIQ+ network. GEN has 18 members while Rainbow Skies has 19 members.

Key activities of these networks included information sharing and whole-of-CASA events. The networks also supported key events such as:

- an online panel discussion, hosted by Pip Spence, to celebrate International Women's Day and Women of Aviation Week – 3 dedicated, long-serving CASA women discussed their career journeys, aspirations, challenges and visions for promoting awareness of and engagement with women
- the Gender Equality, Disability and Social Inclusion event hosted by the Indonesian Transport Agencies – through our presentation *Embracing Equity in the Aviation Sector*, CASA demonstrated its ongoing commitment to diversity and inclusion
- International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT), which CASA participated in with a special online panel event hosted by Dr Maria Pallotta-Chiarolli
- Wear it Purple Day, which CASA promoted and supported in recognition and support of LGBTIQ+ youth.

The network also procured promotional lanyards, pins and flags for network members and allies.

## CASA Aboriginal and Torres Strait Islander Employee Network

The CASA Aboriginal and Torres Strait Islander Employee 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:

- celebrated National Reconciliation Week with an online event featuring Cristilee Houghton, Head of Indigenous Affairs at Coles, and Jida Gulpilil, who runs cultural tours in the Northern Territory, who shared their personal reflections on National Reconciliation Week
- participated in the Stretch RAP working group, establishing actions and deliverables to support CASA's reconciliation journey until 2026
- recognised annual commemorative days, including National Sorry Day and Mabo Day
- continued to support Indigenous artists through procuring works for CASA's Darwin and Australian Capital Territory (ACT) offices
- procured lanyards and clothing with the *Our Way* design for employees to purchase.

## Employee training and development

The highlights of CASA's employee training and development activities in 2022–23 included:

- implementing training for industry persons applying for key personnel positions within industry companies such as chief executive officer, safety manager and head of training and checking
- developing and implementing online training for employees of the Civil Aviation Authority of Papua New Guinea as part of the Papua New Guinea – Australia Transport Sector Support Program
- implementing specialist training for CASA inspectors covering air displays; Performance

Based Navigation; Extended Diversion Time Operations; management of change; Safety Management Systems; CASR Part 43; training and checking systems; and fatigue auditing

- delivering professional development initiatives including training in wellbeing and resilience; avoiding burnout; career conversations; career planning and development; writing skills; job application and interview skills; and using office software.

During 2022–23, using an agile development process, CASA developed 12 facilitator-led, 28 eLearning and 6 video training modules.

CASA employees:

- completed 2,862 classroom/webinar training sessions and 12,804 eLearning sessions delivered by CASA
- completed 239 courses and accessed 8,549 training videos online through LinkedIn Learning.
- Aviation industry personnel completed 14,476 eLearning training sessions 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 7 categories, as shown in Table 23. They include:

- 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 23. Employees recognised through the CASA Awards, 2022–23**

Award	Recipient(s)	Division/branch
<b>Above and Beyond</b>	Dan Smith, Jose Fernandez Hernandez, Mark Emerson, John Wickham, Jon Minns and Greg Young	Regulatory Oversight
	Mathew Ford, Anne Connie, Joe Silvestro and Cameron Soma	Regulatory Oversight
	Deon Rollan	Corporate Services
	Mark Richardson	Regulatory Oversight
	Jonathan Le Poidevin	Regulatory Oversight
	Ainsley McKenzie and Mel Wildey	Corporate Services
	Ronelle Knight-Moore, Prathima Talasila, Irfan Saeed, Christopher Yu, Abdul Quader, Afshana Shahin, Bejay Cook, Ishaq Muhammad, Freddie Mokhiza, Obaid Soomro, Michael Tatarow, Russell Tatterson, Yvonne Barlow, Tom Fagarazzi, Luigi D'Ambrosio, Andrew Nichols and Janelle Watson	Stakeholder Engagement
	Jessica McAulay, Sotheary Chhaykim and Vasantha Kuganathan	Finance
	Denise Morman	National Operations and Standards
	Simon Grafton	National Operations and Standards
	Thomas Ochsenbein	Corporate Services
	Alison Gosper	Guidance, Transformation and Safety Systems
	Ken Alonso	National Operations and Standards
	David Barmettler	National Operations and Standards
Cherie Love	Guidance, Transformation and Safety Systems	
<b>Australia Day Achievement</b>	Mark Roberts	Guidance, Transformation and Safety Systems

Award	Recipient(s)	Division/branch
<b>Director of Aviation Safety Achievement</b>	Saskia Coleman	Regulatory Oversight
	Alisha Rattenbury	Stakeholder Engagement
	Leonard Yates	Guidance, Transformation and Safety Systems
<b>Inclusion</b>	James Mosby	Regulatory Oversight
<b>Innovation and Continuous Improvement</b>	Amanda Palmer, Helen Belfanti, Reneé Ness and Jose Vinales	Stakeholder Engagement and Corporate Services
	Chelsea Strachan, Danielle Tooke, Kevin Evans, Rachel Winckle and Jorge Woods	Finance, Corporate Services, and National Operations and Standards
	Simon McDonald	National Operations and Standards
	Liam Smith and Dan Parsons	National Operations and Standards
<b>Leadership</b>	Ross Liley	Regulatory Oversight
<b>Everyday Hero</b>	Nicky Riches and Emma Hunt	Finance
	Eva Mazur	Finance
	Christian Wheeler	Corporate Services
	Ross Peake and Robert Wilson	Stakeholder Engagement
	MJ Jayona	Legal, International and Regulatory Affairs
	Courtney Shenton	Regulatory Oversight
	Santhosh Koonan	Corporate Services
	Eric Wu	Reception
	Rodney Buckley	Corporate Services
	Enisa Wedding	National Operations and Standards
	Sue Rixon and Jen Weller	Corporate Services
	Kirsty Lindsay	Regulatory Oversight
	Bianca Stuart-Toy	Regulatory Oversight

CASA also recognises the achievements and commitments of employees when they reach

5-yearly milestones of service with CASA. Table 24 lists milestone award recipients in 2022–23.

**Table 24. Recipients of CASA milestone awards for length of service, 2022–23**

Length of service	Recipient(s)
40 years	Grant Olsen
30 years	Jonathan Aleck, Carmen Askew
25 years	Carlie Brewer, Branka Brkic, Johanna Punshon, Chris Rapp
20 years	Tina Bartholomew, Karen Blair, Roger Crosthwaite, Tracey Duren, Alison Gosper, Leanne Graham, Tony O'Shea, Nicky Riches, Rupert Symonds

## Work health and safety

The Wellbeing priority area within CASA's People and Culture Strategy provides the roadmap to 'Embed strong work health and safety (WHS) practices that promote a focus on the physical, emotional and mental wellbeing, safety and development of our people.'

In 2022–23, CASA continued to focus on the wellbeing of employees, through assessing the needs of our people and eliminating and minimising physical and psychosocial hazards relevant to CASA employees.

### Key areas of focus

The *CASA People and Culture Action Plan 2023–2024* underpins the ongoing development, review and implementation of key activities to safeguard the health, safety and welfare of CASA's workers.

During 2022–23, CASA's strategic WHS priorities focused on:

- enhancing capability and understanding to support psychosocial wellbeing of employees including through an assessment of CASA's psychosocial work environment by organisational psychologists
- continuing the implementation of initiatives to improve the WHS management system to address Comcare audit findings from March 2022

- supporting the transition to agile work in CASA's Brisbane office and consulting and collaborating with staff in preparation for a Canberra office move which will include transition to agile work
- implementing a revised organisational work group structure in which each CASA office became a work group and appointing 22 Health and Safety Representative positions across the work groups
- implementing new procedures for Incident Management and First Aid Management and updating our Health and Safety Management Arrangements as part of continuous improvement and our response to audit findings
- supporting employee mental wellbeing through CASA's Wellness Hub. Implemented in October 2022, the Wellness Hub provides helpful information and resources on a range of topics to support and improve our employees' journey towards positive wellbeing.

Each month, the Wellness Hub features articles, strategies and tips about various wellbeing topics, including management of psychosocial hazards and good work design.

## Consultation

We undertook multiple activities to achieve our commitment to WHS, as defined in CASA's WHS Policy, through embedding strong collaboration and consultation as required under the *Work Health and Safety Act 2011* (WHS Act). The CASA Board approved the updated WHS Policy at its June 2023 meeting.

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

## 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 program is supported by CASA AOD supervisors.

## Wellbeing program

CASA engaged its employee assistance program provider to facilitate masterclasses

on *Understanding engagement and wellbeing* and *Building wellbeing and resilience* in February 2023. Further learning will be supported by the procurement of a series of wellbeing eLearning courses that will be available to all employees on CASA's Learning Management System.

CASA engaged Comcare to run facilitated workshops for all CASA managers to support their ability to:

- identify, assess and control psychosocial hazards and risks
- understand the importance of leadership in managing psychosocial risk
- communicate to employees the new legislative obligations under the WHS Act on managing psychosocial risk.

## Health and safety initiatives

Free influenza vaccinations were made available to all employees in March 2023, either on site in CASA offices or via pharmacy voucher. Table 25 summarises the results of the vaccination program and other key WHS activities.

**Table 25. Results of work health and safety activities, 2022–23**

Activity	2022–23
Employees who participated in the seasonal influenza vaccination program	465
Employees who had an individual workstation assessment <sup>a</sup>	52
Employees who were provided with case management support to stay at work or return to work safely while addressing significant personal or health issues	25
Employees who accessed early intervention assistance for work-related illness or injury	1
Incidents notified by employees	38
Hazards notified by employees	19
Employees and family members who accessed the employee assistance program	82
Operational employees who attended a hearing assessment	168
Operational employees working in remote areas who completed first aid training	31

<sup>a</sup> These workstation assessments are conducted by a qualified service provider.

## Management systems

Opportunities to integrate CASA's WHS management system into business processes and systems have been undertaken to maximise opportunities for automation, improved reporting and the effective minimisation of risks and hazards. Since the Comcare audit of our WHS management system in March 2022, Comcare has agreed to close 18 of the 25 corrective action items, while work continues on the remaining 7 items.

CASA integrated 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 included a comprehensive review and assessment of CASA's documented WHS risk assessments to ensure that they reflect the current operating environment and risk mitigations.

## Training

CASA's commitment to ensuring that workers are informed of their obligations under the WHS Act continued throughout 2022–23, underpinned by the delivery of mandatory training and monitoring of compliance with requirements to complete training modules.

In addition to mandatory training, access to the following training modules was provided to employees:

- Building wellbeing and resilience
- Burnout
- Reasonable cause testing for supervisors
- Managers information session – supporting wellness and engagement
- Psychosocial hazard management workshop
- Responding effectively to domestic and family violence for managers
- Understanding engagement and wellbeing.

## Investigations and compensation

In 2022–23, CASA had one dangerous incident that was notified to Comcare. CASA was not subject to any Comcare investigations.

### Comcare premium

CASA's 2022–23 workers compensation premium rate was 0.71% of the 2022–23 payroll. This was a decrease from 0.74% in 2021–22 and was lower than the average premium rate of 0.83% for all Comcare scheme participants in 2022–23.

The primary factor contributing to the decrease is the reduction in the average cost of CASA's claims. Also, the Likely Future Estimates on 2 high-cost claims, which were impacting CASA's premium were reduced through effective management of those cases.

### Early intervention

The early intervention assistance program is an ongoing program under CASA's rehabilitation management procedures and rehabilitation directive. In 2022–23, CASA approved eligible employee reimbursement for one employee of approximately \$235 related to early intervention.

### Claims

Four claims for workers compensation were lodged in 2022–23. One claim (physical claim) was rejected, while one claim (physical) has been accepted by Comcare, one claim (physical) was withdrawn and one claim (physical) is currently undetermined. The total number is lower than the 7 claims lodged in 2021–22.





Image: Pip Spence, CASA Chief Executive Officer and Director of Aviation Safety, with Indigenous Apprenticeships Program graduates Gabby Davis, Anthony Warrell and Thomas Gallagher, and Philippa Crome, Executive Manager, Corporate Services.

## Indigenous Apprenticeships Program graduation

In August 2022, CASA celebrated as 3 Indigenous Apprenticeships Program participants were presented with their Diploma in Government certificates.

The Australian Government's Indigenous Apprenticeships Program is a pathway for Aboriginal and Torres Strait Islander peoples to start their careers in the Australian Public Service. Over 12 months, each apprentice undertakes a work experience placement and completes a certificate or diploma in government.

At a special ceremony held in Canberra, Gabby Davis, Thomas Gallagher and Anthony Warrell received their certificates from Chief Executive Officer and Director of Aviation Safety Pip Spence and Executive Manager Corporate Services Division Philippa Crome.

Gabby said her experience working at CASA and completing the program had been challenging, in a good way.

'I see a significant amount of growth in myself personally and professionally since a year ago,' Gabby said.

'I thank my colleagues, leaders and the CASA Aboriginal and Torres Strait Islander Employee Network (CATSIEN) for their encouragement. Their support was pivotal in my success.

Thomas said being accepted into the Indigenous Apprenticeships Program had been a turning point in his life.

'I've learned entirely new skills, made new connections and the experience has emphasised the connection and appreciation I have for my own culture, thanks to the CATSIEN,' Thomas said.

Anthony said he was very grateful to have been offered a placement on the program with CASA.

'I have thoroughly enjoyed my time here so far, with my greatest highlight being elected Deputy Chair of the CATSIEN.

'I am very excited for what the future holds, and to continue working in a place where my work and person are valued.'

# CASA support for aviation medicine in the Pacific

The Civil Aviation Authority of Fiji hosted the inaugural Pacific Aviation Medical Conference in January 2023, with support from CASA, the Department of Foreign Affairs and Trade (DFAT) and the Civil Aviation Authority of New Zealand.

The conference was very well attended, with 69 participants from countries including Australia, New Zealand, Papua New Guinea, Tonga and Vanuatu. CASA was represented by Dr Kate Manderson, principal medical officer, and Dr Tony Hochberg, deputy principal medical officer.

The program featured a variety of presenters and topics of relevance to aviation safety, including the future of aviation medicals and how to conduct a great pilot medical mental health, cardiovascular risk assessment and treatment, heart transplantation in pilots, and how to manage alcohol and drug risk in aviation.

In April 2023, CASA's aviation medicine experts returned to Fiji to support designated aviation medical examiner (DAME) training in the Pacific. With the support of funding from DFAT, CASA sponsored 10 doctors from the region to attend the DAME training program.

The training was facilitated by Dr David Powell, International Air Transport Association Medical Advisor, and supported by CASA's Dr Manderson and Dr Hochberg.

In association with the Australasian Society of Aerospace Medicine (ASAM), Dr Powell developed the DAME training program covering the competencies required of aviation medical examiners by the International Civil Aviation Organization. The ASAM DAME training program had not been delivered in the Pacific for well over a decade.

An important aspect of the training program is the introduction to the aviation workplace. Practical exposure to cockpits, simulation, control towers, and aeromedical retrieval all contribute to an understanding of aviation hazards and the flight environment. Fiji Airways hosted the training program and provided access to all the necessary practical exposure environments.

The training course was received enthusiastically by all attending and there is great interest in continuing this support for our Pacific neighbours.

The training will contribute to a safer and more secure transport system for Pacific Island citizens, visitors, and people and assets transiting Pacific airspace, by upskilling doctors or maintaining the currency of existing DAMEs to provide aviation medicine examinations and certification to commercial pilots in the region.

# 5

## 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 **106**
- Regulator performance framework **110**
- Operational information **110**
- Enforcement actions **110**
- Compliance with finance law **111**
- Significant activities and changes **111**
- Freedom of information **111**
- Related entity transactions **111**
- Insurance and indemnities **112**
- Environmental sustainability **112**
- Procurement **115**
- Advertising **115**

## 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 November 2022, 13 February 2023 and 23 May 2023. CASA responded to 90 parliamentary questions on notice during 2022–23.

## 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*.

On 9 March 2023, the AAT dismissed on jurisdictional grounds an application naming CASA as the respondent and seeking to review a decision of an air operator that the applicant pilot had failed a cyclic training proficiency program simulator exercise. The AAT found that it lacked jurisdiction as the decision under review was a decision made not by CASA but rather by the operator under an existing authorisation.

The AAT reviewed CASA's decision dated 29 April 2020 to refuse to issue certain ratings and endorsements on the basis of prior Australian Defence Force experience. The case involved interpretation of provisions of Part 61 of the Civil Aviation Safety Regulations 1998 and the assessment of prior experience and training against civil aviation requirements. The matter was heard on 21–22 February 2023 in Perth and a decision is currently reserved.

During 2022–23, there were no applications for review by the Federal Court of CASA decisions previously reviewed by the AAT.

## Administrative scrutiny

During 2022–23, CASA was not the subject of any reports by the Commonwealth Ombudsman or the Australian National Audit Office.

## Investigations

During 2022–23, the Office of the Australian Information Commissioner concluded 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. In a decision dated 24 June 2022, the Commissioner concluded that CASA had interfered with the pilot's privacy by failing to notify or otherwise ensure that he was aware of the matters in sections 5.2(g) and 5.2(h) of the Australian Privacy Principles (APP).

In relation to the collection of the medical report, the Commissioner:

- considered it was reasonable for CASA to form a view that the pilot was aware that the report had been provided to CASA, due to the statement of the specialist to this effect
- found that, in all the circumstances, CASA took reasonable steps to ensure that the pilot was aware of the collection of the personal information and the circumstances of its collection (paragraphs 98 and 100).

However, the Commissioner found that CASA did not take steps to notify the pilot that:

- CASA's privacy policy contained information about how he may access the personal information about him that was held by CASA and seek the correction of such information
- CASA's privacy policy contained information about how the pilot could complain about a breach of the Australian Privacy Principles and how CASA would deal with such a complaint.

The Commissioner declined to award damages in favour of the pilot but made a declaration that CASA provide a written apology to him acknowledging the breach of APP 5.

## Coronial inquiries

This section includes information about coronial inquiries where findings were handed down during the 2022–23 reporting period.

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.

We were a party to an inquest held in 2021–22 in the Victorian Coroners Court, relating to a fatal accident involving a Beechcraft King Air B200 which occurred in February 2017 at Essendon Airport in Victoria. The Coroner's findings were handed down on 10 November 2022. CASA's responses to those findings are set out in Table B.11 in Appendix B.

We were a party to an inquest in the Queensland Coroners Court related to a fatal accident involving a Yak 52 aircraft which occurred near Stradbroke Island, Queensland, on 5 June 2019. The Coroner's findings were handed down on 4 April 2023 and included 5 recommendations directed to us. We are reviewing the recommendations and will provide a response to the Coroner within the applicable timeframe.

In addition, we were requested to assist in providing specialist evidence for an inquest in the Coroner's Court of New South Wales relating to a fatal accident involving a de Havilland Canada DHC-2 which occurred at Jerusalem Bay, New South Wales, on 31 December 2017. The Coroner's findings were handed down on 26 May 2023 and made a total of 8 recommendations, including 4 directed to us. We are reviewing the recommendations and will provide a response to the Coroner within the applicable timeframe.

## 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.

## Complaints received and resolved

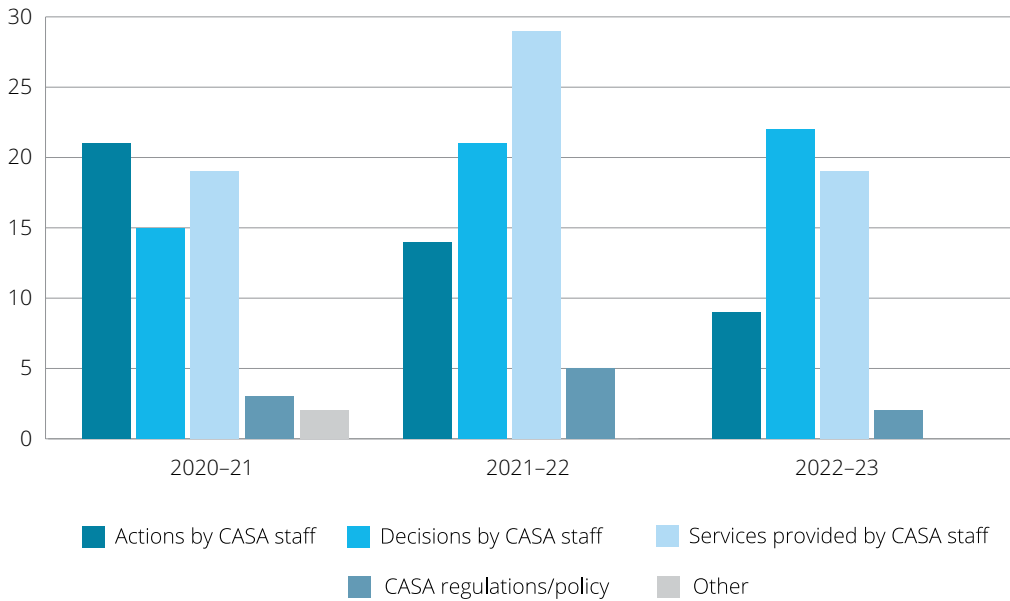
The ICC received a total of 334 complaints in 2022–23, and resolved 336 complaints (including cases on hand at 1 July 2022). Of that total:

- 284 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

- 35 were standard complaints
- 17 were complex complaints, which required expert advice, related to novel issues or presented a wide range of questions.

Figure 11 shows complaints resolved each year from 2020–21 to 2022–23, by the subject matter of the complaint.

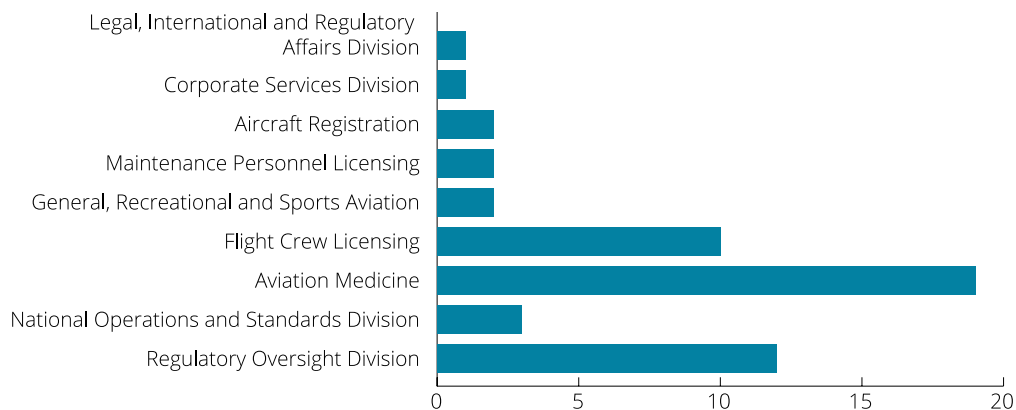
**Figure 11. Complaints by subject matter, 2020–21 to 2022–23**



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

Figure 12 shows the breakdown of complaints resolved in 2022–23, by the business group about which the complaint was made.

**Figure 12. Complex and standard complaints resolved, by business group, 2022–23**



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

### Timeliness of processing

The ICC continue to perform well against timeliness targets, as shown in Table 26. Average processing times for the 336

complaints resolved in 2022–23 were 1.1 days for simple cases, 7.5 days for standard cases, and 55.2 days for complex cases.

**Table 26. Complaints processed within timeliness targets, 2020–21 to 2022–23 (%)**

Type	2020–21	2021–22	2022–23
Simple cases (within 5 days)	100	100	100
Standard cases (within 30 days)	91	90	100
Complex cases (within 90 days)	100	100	88

### Complaint prevention strategies

The ICC provided a positive outcome for complainants in 21 of the 52 standard or complex complaints resolved in 2022–23. Positive outcomes included making recommendations to CASA in resolution of the issues raised in the complaint; expediting outstanding regulatory service tasks; refunding (or waiving) fees and costs; or providing apologies from CASA when the ICC concluded things could have been done better.

### Out of jurisdiction complaints

Highlighting the resumption of travel following COVID-19, the ICC experienced a significant increase in the number of complaints about airlines and travel agents during 2022–23, with 253 complaints received. Despite changes being made to the ICC’s online complaint form to highlight that the ICC could only consider complaints about CASA in early 2023, volumes remained steady. In accordance with the ICC’s Governance Arrangements, the ICC referred each complainant to a more appropriate agency – in the case of complaints about Australian airlines, the Airline Customer Advocate.

# Regulator performance framework

CASA is committed to implementing the 3 principles of regulator best practice described in the Department of Finance's Resource Management Guide 128 – *Regulator Performance*:

1. Continuous improvement and building trust
2. Risk-based and data driven
3. Collaboration and engagement.

The principles are embodied in the goals and performance measures in our corporate plan. Our performance against those measures in 2022–23 is described in the annual performance statement in this report.

CASA's work to provide effective, clear guidance to regulated parties is underpinned by initiatives such as the release of 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 and the Aviation Safety Advisory Panel, publishing advisory and air safety guidance materials, conducting aviation seminars and supporting the CASA Consultation Hub.

## Operational information

CASA is responsible for issuing and overseeing 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.

## 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.

## 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 2022–23.

## Significant activities and changes

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

A range of activities continuing the implementation of the regulatory changes were undertaken, including providing internal training to employees, conducting webinars for industry and updating processes and guidance information for the new regulations for industry. Furthermore, CASA has implemented a risk-based and data-driven approach to

the implementation of the flight operations regulations. This manifested itself by ensuring that implementation activities are tailored to the appropriate audience and the scope of industry requirements is appropriate, pragmatic and defensible. We devoted significant time and resources to understanding Airservices Australia's service variations for both air traffic control and aerodrome rescue and firefighting services nationally. CASA continues to engage with Airservices Australia and support robust solutions for the causes of service delivery issues.

## 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](http://www.casa.gov.au/about-us/reporting-and-accountability/freedom-information/information-publication-scheme).

## Related entity transactions

In 2022–23, 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

Aviation and general liability insurance 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 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 also indemnifies directors and officers from liability for the consequences of wrongful acts, as defined in the policy. In 2022–23, CASA did not provide an indemnity to the CASA Board or a CASA Board member or CASA officer.

## 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:

- we maintained ACT Smart recycling accreditation (CASA has been accredited since the program commenced)
- we conducted waste audits in the Brisbane and Canberra offices
- the Melbourne office was consistently in the top 3 of recyclers (percentage recycled) at 720 Bourke Street
- regular light audits were conducted in Brisbane and Canberra offices to ensure no unnecessary lights remained on after hours

The Energy Management Plan has been reviewed and new energy usage targets have been set taking into consideration the relocation of CASA's Canberra office and the fact that there will no longer be a dedicated server room.

Seven (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 is demonstrated by our use of resources and the emissions that arise from our operations.

### Office energy use

Office energy use has decreased due to the rationalisation of equipment in the Canberra server room and the savings created by a change of airconditioning units. Usage in the regional sites has also decreased slightly due to an increase in the number of staff working from home.

## Motor vehicle fleet

While there has been no change to the number of vehicles that CASA currently leases, the total kilometres travelled has decreased due to the increase in the number of staff working from home.

The Government has committed to a low emissions vehicle (LEV) target of 75% of new passenger leases and purchases by 2025. When selecting a vehicle, the Commonwealth Fleet Vehicle Selection Policy requires zero emission vehicles (including battery electric vehicles) to be the preference.

There will be a charging station installed at the Melbourne office and one in the basement parking of the new Canberra office, neither at a cost to CASA. The charging stations were negotiated in the lease extension and new lease agreement respectively. The Brisbane building owner has advised CASA that a charging station can be installed at CASA's cost.



Source: iStock.com | Kyu Oh

## Waste management and resource efficiency

CASA purchased less paper for the 2022–23 year compared to the 2021–22 year, which was reflected in a reduction in total office paper recycling.

The proportions of Australian made paper and recycled paper that we use have decreased because those products have become less readily available.

## Emissions reporting

The reporting of all types of emission-creating energy and fuel is now overseen by the Net Zero Unit within the Department of Finance. The reporting tool provided by the Net Zero Unit converts the raw data into kilograms of carbon dioxide equivalent emissions (kg CO<sub>2</sub>-e). Therefore, a comparison between the emissions of 2021–22 and 2022–23 is not available.

**Table 27. Greenhouse gas emissions inventory – location based method, 2022–23**

Emission source	Scope 1 kg CO <sub>2</sub> -e	Scope 2 kg CO <sub>2</sub> -e	Scope 3 kg CO <sub>2</sub> -e	Total kg CO <sub>2</sub> -e
Electricity <sup>a</sup>	n.a.	765,501	81,021	<b>846,522</b>
Natural gas	-	n.a.	-	-
Fleet vehicles	34,173	n.a.	8,636	<b>42,809</b>
Domestic flights	n.a.	n.a.	968,653	<b>968,653</b>
Other energy	-	n.a.	-	-
<b>Total kg CO<sub>2</sub>-e</b>	<b>34,173</b>	<b>765,501</b>	<b>1,058,310</b>	<b>1,857,984</b>

CO<sub>2</sub>-e = kilograms carbon dioxide equivalent

<sup>a</sup> Under the new Net Zero reporting requirements, electricity is measured on a location-based approach.

The electricity emissions reported in Table 27 are calculated using the location-based approach. When applying the market-based method, which accounts for activities such as Greenpower, purchased large-scale generation certificates and/or being located in the Australian Capital Territory, the total emissions for electricity are shown in Table 28.

**Table 28. Greenhouse gas emissions inventory – market-based method, 2022–23**

Emission source	Scope 1 kg CO <sub>2</sub> -e	Scope 2 kg CO <sub>2</sub> -e	Scope 3 kg CO <sub>2</sub> -e	Total kg CO <sub>2</sub> -e
Electricity <sup>a</sup>	n.a.	355,815	47,093	<b>402,908</b>
Natural gas	-	n.a.	-	-
Fleet vehicles	34,173	n.a.	8,636	<b>42,809</b>
Domestic flights	n.a.	n.a.	968,653	<b>968,653</b>
Other energy	-	n.a.	-	-
<b>Total kg CO<sub>2</sub>-e</b>	<b>34,173</b>	<b>355,815</b>	<b>1,024,382</b>	<b>1,414,370</b>

CO<sub>2</sub>-e = kilograms carbon dioxide equivalent

<sup>a</sup> Under the new Net Zero reporting requirements, electricity is measured on a market-based method, which accounts for activities such as Greenpower, purchased large-scale generation certificates and/or being located in the ACT.

## 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 2022–23 was \$3,197,493.

## 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 \$15,200 (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 2022–23, CASA contracted media, market research, advertising and direct mail organisations for implementation of its aviation safety campaigns – *Know Your Drone* and *Your safety is in your hands*. The long-term behavioural change campaigns contribute to achieving aviation safety, behavioural change and communication outcomes aligned with strategic priorities of CASA.

*Know Your Drone* entered its fourth phase in 2022–23. The campaign was in market from December 2022 to March 2023 and included a range of search, social media, digital display, and online video advertising.

*Your safety is in your hands* was launched in August 2022. The campaign was in market until 30 June 2023 and included print, social media, digital display, and online video advertising.

Additionally, the campaigns included video and audio (media) production services and direct mail activities throughout 2022–23.

The amounts that CASA paid to media, market research, advertising and direct mail organisations in 2022–23 are detailed in Table 29.

**Table 29. Payments to media, advertising and direct mail organisations, 2022–23**

<b>Vendor</b>	<b>Amount (\$)</b>
<b>Media organisations</b>	
Carbon Media Pty Ltd	67,782
Department of Parliamentary Services	15,286
iSentia Pty Ltd	53,922
Massive Music Sydney	15,532
Podcast Services	16,455
Synergy	22,141
Taste Creative	178,112
<b>Subtotal</b>	<b>369,230</b>
<b>Advertising agencies</b>	
Universal McCann	569,241
<b>Subtotal</b>	<b>569,241</b>
<b>Market research agencies</b>	
Faster Horses	183,200
Hall & Partners	19,921
<b>Subtotal</b>	<b>203,121</b>
<b>Direct mail organisations</b>	
Australia Post	138,594
BRN Benchmark	52,130
CanPrint Communications	28,359
IVE Group	17,782
Toll Transport	57,549
<b>Subtotal</b>	<b>294,414</b>
<b>Total</b>	<b>1,436,006</b>

**Note:** In accordance with indexation as prescribed in the *Commonwealth Electoral Act 1918*, only payments over \$15,200 (inclusive of GST) are reported. Amounts exclude GST and are rounded to whole dollars.



Image: The launch of the Pacific Regional Aviation Strategy at the 41st International Civil Aviation Organization Assembly.

## 41st International Civil Aviation Organization Assembly

The International Civil Aviation Organization (ICAO) Assembly is the world meeting of governments and other organisations interested in international civil aviation and sets the direction of ICAO's work program for the following 3 years.

The 41st session of the assembly was held from 27 September to 7 October 2022. CASA's Chief Executive Officer and Director of Aviation Safety, Pip Spence, led Australia's delegation, which included representatives from the departments of Foreign Affairs and Trade; Home Affairs; and Infrastructure, Transport, Regional Development, Communications and the Arts.

All Australian Government goals for the event were achieved. They were:

- Australia's re-election to the ICAO Council for the 2022–25 term
- agreement to the long-term aspirational goal of net zero carbon emissions by 2050 for international aviation
- agreement to progress the facilitation and safety recommendations from the ICAO High-level Conference on COVID-19, including to establish a stronger global facilitation framework following COVID-19
- support for maintenance of, and continuous improvement in compliance with, safety, air navigation and security standards, as international aviation recovers from the impacts of COVID-19.

The Assembly's Technical Commission reviewed a working paper prepared by CASA which proposed a change in the approach to medical certification due to mental illness, towards a wellness-focused model that supports the individual to maintain engagement and access support within the aviation community. The commission agreed that mental health is key to aviation safety, and recognised the importance of a trust relationship, just culture and additional measures to support mental health among aviation personnel.

CASA's Executive Manager, Legal, International and Regulatory Affairs, Jonathan Aleck, was elected as Chairperson of the Legal Commission for the duration of the assembly. The assembly adopted 2 resolutions from the Legal Commission: to continue ICAO policies in the legal field; and to recognise the 75th anniversary of the ICAO Legal Committee and role the committee has played in the development and codification of international air law.

Australian delegates held numerous side meetings and events in the margins of the assembly, including with representatives of Brazil, Canada, Equatorial Guinea, Ghana, Japan, Malaysia, Pacific Island states, Qatar, the Republic of Korea, Saudi Arabia, the United Arab Emirates, the United Kingdom, the United States of America and the European Union Aviation Safety Agency, and with chief delegates of Asia-Pacific states represented on the ICAO Council.

Across the side meetings, there was significant interest in the certification of remotely piloted aircraft systems for international operations, building regulatory frameworks that foster innovation and do not compromise safety, and the production and availability of sustainable aviation fuels. Also flowing from the meetings:

- Work is underway to follow up discussions with Canada on fatigue, safety management systems assessments and aircraft maintenance engineer training and qualifications.
- The United Kingdom has written to CASA expressing intent to develop an arrangement on mutual recognition of airworthiness.
- Brazil's National Civil Aviation Agency has expressed interest in reviewing and expanding current arrangements with CASA.

A key highlight of the assembly for our region was the significant representation of the Pacific Islands. The Australian delegation held special events for our partners from the region and supported the launch of the Pacific Regional Aviation Strategy. On behalf of 18 Pacific Island states, the strategy was officially launched by the Papua New Guinea Minister for Civil Aviation, the Hon Walter D Schnaubelt MP, at a special ceremony on 28 September 2022. The new strategy will help participating states work together more effectively with ICAO and the Pacific Aviation Safety Office to assure the safe, secure, and sustainable growth of regional air connectivity and socioeconomic development.



# 6

## Financial statements

This part of the report provides the entirety of CASA's financial statements, audit opinion and explanatory notes for 2022–23.

### In this part:

- Independent auditor's report **120**
- Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Chief Financial Officer **122**
- Statement of comprehensive income **123**
- Statement of financial position **124**
- Statement of changes in equity **125**
- Cash flow statement **126**
- Notes to and forming part of the financial statements **127**



## 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 2023:

- (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 2023 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 2023 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, comprising a summary of significant accounting policies and other explanatory information.

### 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.

### **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

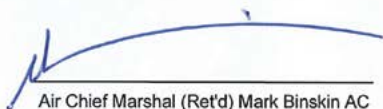
Canberra  
24 August 2023

**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 2023 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.

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



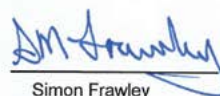
Air Chief Marshal (Ret'd) Mark Binskin AC  
*Chair of the Board*

23 August 2023



Pip Spence  
*Chief Executive Officer and  
Director of Aviation Safety*

23 August 2023



Simon Frawley  
*Chief Financial Officer*

23 August 2023

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

For the period ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000	2023 Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>EXPENSES</b>				
Employee benefits	1.1A	141,373	127,330	136,954
Suppliers	1.1B	49,314	48,349	51,280
Depreciation and amortisation	2.2A	21,153	25,203	22,028
Finance costs	1.1C	360	284	235
Write-down and impairment of other assets	2.2A	2,648	294	-
Losses from asset sales	2.2A	223	188	-
<b>TOTAL EXPENSES</b>		<b>215,071</b>	<b>201,648</b>	<b>210,497</b>
<b>LESS:</b>				
<b>OWN-SOURCE INCOME</b>				
<b>Own-source revenue</b>				
Revenue from contracts with customers	1.2A	12,919	10,322	8,239
Interest	1.2B	3,059	231	560
Other revenue	1.2C	2,056	561	1,000
<b>Total own-source revenue</b>		<b>18,034</b>	<b>11,114</b>	<b>9,799</b>
<b>Gains</b>				
Other gains	1.2D	-	246	-
<b>Total gains</b>		<b>-</b>	<b>246</b>	<b>-</b>
<b>TOTAL OWN-SOURCE INCOME</b>		<b>18,034</b>	<b>11,360</b>	<b>9,799</b>
<b>NET COST OF SERVICES</b>		<b>(197,037)</b>	<b>(190,288)</b>	<b>(200,698)</b>
Revenue from government	1.3A	91,507	122,084	92,445
Aviation fuel excise	1.3A	121,665	84,423	88,300
Registration levies	1.3A	891	891	1,832
<b>SURPLUS/(DEFICIT) ON CONTINUING OPERATIONS</b>		<b>17,026</b>	<b>17,110</b>	<b>(18,121)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net costs of services</b>				
Changes in asset revaluation reserve	2.2A & 2.5B	1,137	-	-
<b>TOTAL COMPREHENSIVE INCOME/ (LOSS)</b>		<b>18,163</b>	<b>17,110</b>	<b>(18,121)</b>

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 October 2022-23 Portfolio Budget Statements.

Civil Aviation Safety Authority  
Statement of financial position

As at 30 June 2023

	Notes	2023 \$'000	2022 \$'000	2023 Original Budget \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash, cash equivalents and investments	2.1A,B	103,828	82,473	60,584
Trade and other receivables	2.1C	1,352	976	974
Accrued revenue	2.1D	3,061	1,647	2,754
<b>Total financial assets</b>		<b>108,241</b>	<b>85,096</b>	<b>64,312</b>
<b>Non-financial assets<sup>1</sup></b>				
Buildings	2.2A	26,409	34,613	31,643
Property, plant and equipment	2.2A	6,788	9,841	9,353
Intangibles	2.2A	41,254	39,401	43,386
Prepayments	2.2B	2,420	2,128	2,171
<b>Total non-financial assets</b>		<b>76,871</b>	<b>85,983</b>	<b>86,553</b>
<b>TOTAL ASSETS</b>		<b>185,112</b>	<b>171,079</b>	<b>150,865</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	5,736	5,655	5,394
Other payables	2.3B	4,547	3,862	4,270
<b>Total payables</b>		<b>10,283</b>	<b>9,517</b>	<b>9,664</b>
<b>Interest bearing liabilities</b>				
Leases	2.4A	27,504	35,887	33,175
<b>Total interest bearing liabilities</b>		<b>27,504</b>	<b>35,887</b>	<b>33,175</b>
<b>Provisions</b>				
Employee provisions	2.5A	41,033	37,546	38,018
Other provisions	2.5B	47	47	47
<b>Total provisions</b>		<b>41,080</b>	<b>37,593</b>	<b>38,065</b>
<b>TOTAL LIABILITIES</b>		<b>78,867</b>	<b>82,997</b>	<b>80,904</b>
<b>NET ASSETS</b>		<b>106,245</b>	<b>88,082</b>	<b>69,961</b>
<b>EQUITY</b>				
Contributed equity		3,295	3,295	3,295
Asset revaluation reserve		10,622	9,485	9,485
Retained surplus		92,328	75,302	57,181
<b>TOTAL EQUITY</b>		<b>106,245</b>	<b>88,082</b>	<b>69,961</b>

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 October 2022-23 Portfolio Budget Statements

1 Right-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 2023

	Retained earnings		Asset Revaluation Reserve		Contributed equity/ capital		Total equity	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Opening balance</b>	<b>75,302</b>	58,192	<b>9,485</b>	9,485	<b>3,295</b>	3,295	<b>88,082</b>	70,972
<b>Comprehensive income</b>								
Other comprehensive income	-	-	<b>1,137</b>	-	-	-	<b>1,137</b>	-
Surplus/ (Deficit) for the period	<b>17,026</b>	17,110	-	-	-	-	<b>17,026</b>	17,110
<b>Total comprehensive income</b>	<b>17,026</b>	17,110	<b>1,137</b>	-	-	-	<b>18,163</b>	17,110
<b>Closing balance as at 30 June 2023</b>	<b>92,328</b>	<b>75,302</b>	<b>10,622</b>	<b>9,485</b>	<b>3,295</b>	<b>3,295</b>	<b>106,245</b>	<b>88,082</b>
<b>Original budget</b>	<b>57,181</b>		<b>9,485</b>		<b>3,295</b>		<b>69,961</b>	

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 October 2022-23 Portfolio Budget Statements.

## Civil Aviation Safety Authority Cash flow statement

For the period ended 30 June 2023

	Notes	2023 \$'000	2022 \$'000	2023 Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Receipts from government		91,507	122,084	92,445
Aviation fuel excise		121,280	83,767	87,280
Registration levies		890	877	1,832
Sale of goods and rendering of services		14,893	11,057	8,849
Interest		2,158	149	1,493
Net GST received		6,403	6,666	6,701
<b>Total cash received</b>		<b>237,131</b>	<b>224,600</b>	<b>198,600</b>
<b>Cash used</b>				
Employees		(137,614)	(129,372)	(135,839)
Suppliers		(55,936)	(54,523)	(59,149)
Interest payments on lease liabilities		(360)	(283)	(235)
<b>Total cash used</b>		<b>(193,910)</b>	<b>(184,178)</b>	<b>(195,223)</b>
<b>Net cash from operating activities</b>	6	<b>43,221</b>	<b>40,422</b>	<b>3,377</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of property, plant and equipment and intangibles		(13,520)	(15,021)	(15,418)
<b>Total cash used</b>		<b>(13,520)</b>	<b>(15,021)</b>	<b>(15,418)</b>
<b>Net cash used by investing activities</b>		<b>(13,520)</b>	<b>(15,021)</b>	<b>(15,418)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash used</b>				
Principal payments of lease liabilities		(8,346)	(8,805)	(9,848)
<b>Total cash used</b>		<b>(8,346)</b>	<b>(8,805)</b>	<b>(9,848)</b>
<b>Net cash used by financing activities</b>		<b>(8,346)</b>	<b>(8,805)</b>	<b>(9,848)</b>
<b>Net increase/(decrease) in cash held</b>		<b>21,355</b>	16,596	(21,889)
Cash and cash equivalents at the beginning of the reporting period		82,473	65,877	82,473
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>103,828</b>	<b>82,473</b>	<b>60,584</b>

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 October 2022-23 Portfolio Budget Statements and have been adjusted so as to be consistent with the financial statements classifications.



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

For the period ended 30 June 2023

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## 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 2023

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### 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:

- (c) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*; and
- (d) 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.

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

For the period ended 30 June 2023

## New Accounting Standards

Two amending standards (AASB 2021-2 and AASB 2021-6) were adopted earlier than the application date as stated in the standard. These amending standards have been

adopted for the 2022–23 reporting period. Their impact to the financial statements is discussed as follows.

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates (AASB 2021-2) and	AASB 2021-2 amends AASB 7, AASB 101, AASB 108, AASB 134 and AASB Practice Statement 2. The amending standard requires the disclosure of material, rather than significant, accounting policies, and clarifies what is considered a change in accounting policy compared to a change in accounting estimate.
AASB 2021-6 Amendments to Australian Accounting Standards - Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards (AASB 2021-6)	AASB 2021-6 amends the Tier 2 reporting requirements set out in AASB 1049, AASB 1054 and AASB 1060 to reflect the changes made by AASB 2021-2.  The details of the changes in accounting policies and adjustments are disclosed below and in the relevant notes to the financial statements. This amending standard is not expected to have a material impact on the entity's financial statements for the current reporting period or future reporting periods.

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

For the period ended 30 June 2023

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### **Significant Accounting Judgements and Estimates**

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.

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

For the period ended 30 June 2023

## Note 1: Financial Performance

	2023 \$'000	2022 \$'000
<b>Note 1.1: Expenses</b>		
<b>Note 1.1A: Employee benefits</b>		
Wages and salaries	106,320	101,017
Superannuation		
Defined contribution plans	13,744	12,699
Defined benefit plans	4,669	5,370
Leave and other entitlements	15,039	7,010
Separation and redundancies	866	491
Other employee benefits	735	743
<b>Total employee benefits</b>	<b>141,373</b>	<b>127,330</b>

### 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 2023

	2023 \$'000	2022 \$'000
<b>Note 1.1B: Suppliers</b>		
<b>Goods and services</b>		
Consultancies and service contracts	16,861	20,649
Information technology and telephone charges	13,822	12,521
Insurance	910	861
Media, publications and subscriptions	1,752	2,530
Office supplies, photocopying and printing	592	782
Postage, freight and storage	515	524
Property operating costs	1,253	1,307
Recruitment	242	368
Travel and transport	6,866	2,868
Training costs	1,899	1,484
Legal costs	450	492
Financial assistance	941	843
Audit fees	81	81
Other	917	508
<b>Total goods and services</b>	<b>47,101</b>	<b>45,818</b>
Goods supplied	1,148	1,183
Services rendered	45,953	44,635
<b>Total goods and services</b>	<b>47,101</b>	<b>45,818</b>
<b>Other suppliers</b>		
Workers compensation expenses	1,063	1,450
Lease outgoings and variables	1,150	1,081
<b>Total other suppliers</b>	<b>2,213</b>	<b>2,531</b>
<b>Total suppliers</b>	<b>49,314</b>	<b>48,349</b>

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). CASA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2023 \$'000	2022 \$'000
<b>Note 1.1C: Finance Costs</b>		
Interest on lease liabilities	360	283
Unwinding of discount	-	1
<b>Total Finance Costs</b>	<b>360</b>	<b>284</b>

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 2023

	2023 \$'000	2022 \$'000
<b>Note 1.2: Own-Source Income</b>		
<b>Own-source Revenue</b>		
<b>Note 1.2A: Revenue from contracts with customers</b>		
Regulatory services under <i>Civil Aviation (Fees) Regulations Act 1995</i>	12,453	9,873
Sales of forms and documents	445	391
Other revenue with customers	21	58
<b>Total revenue from contracts with customers</b>	<b>12,919</b>	<b>10,322</b>
<b>Disaggregation of revenue from contracts with customers</b>		
<b>Type of customer</b>		
Australian Government entities (related parties)	1,615	123
State and Territory Governments	10	38
Non-government entities	11,294	10,161
	<b>12,919</b>	<b>10,322</b>
<b>Revenue recognised at a point in time</b>		
Revenue recognised immediately	11,708	9,688
Revenue recognised at time of completion	1,211	634
	<b>12,919</b>	<b>10,322</b>

**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 2023

	2023 \$'000	2022 \$'000
<b>Note 1.2B: Interest</b>		
Cash at bank and deposits at call	577	29
Investments – term deposits	2,482	202
<b>Total interest</b>	<b>3,059</b>	<b>231</b>

Refer to Note 4.3 Financial Instruments for detailed accounting policy.

**Note 1.2C: Other revenue**

Administrative fines	73	45
Other sundry revenue	1,983	516
<b>Total other revenue</b>	<b>2,056</b>	<b>561</b>

**Note 1.2D: Other gains**

Other gains	-	246
<b>Total other gains</b>	<b>-</b>	<b>246</b>



# Civil Aviation Safety Authority

## Notes to and forming part of the financial statements

For the period ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>Note 1.3: Revenue from Government</b>		
<b>Note 1.3A: Revenue from Government</b>		
Department of Infrastructure, Transport, Regional Development, Communications and the Arts:		
Administered payment to CASA as a PGPA Act Corporate Commonwealth entity	91,155 <sup>1</sup>	122,082
Pacific Island Countries Transport Safety Assistance Programs	352	2
<i>Aviation Fuel Revenues (Special Appropriation) Act 1988</i>	121,665	84,423
<i>Unmanned Aircraft Levy (Special Appropriation) Act 2020</i>	891	891
<b>Total revenue from Government</b>	<b>214,063</b>	<b>207,398</b>

<sup>1</sup> CASA appropriation payment was reduced by \$1.29 million compared to the amount in the Appropriation Act for the 2022–23 financial year due to Whole of Australian Government savings budget measure.

### Accounting Policy

#### Revenue from Government

Funding received or receivable from the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA), including departmental appropriations, aviation fuel excise and unmanned aircraft levy, (appropriated to DITRDCA 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 DITRDCA. 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 in 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 DITRDCA 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 DITRDCA 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.

Pacific Island Countries Transport Safety Assistance Programs are funded by the Australian Government to assist countries such as Indonesia and Papua New Guinea to regulate and promote transport safety in accordance with applicable international standards and contemporary safety management practices.

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

For the period ended 30 June 2023

## Note 2: Financial Position

	2023 \$'000	2022 \$'000
<b>Note 2.1: Financial Assets</b>		
<b>Note 2.1A: Cash and cash equivalents</b>		
Cash at bank and deposits at call	14,328	22,473
<b>Total cash and cash equivalents</b>	<b>14,328</b>	<b>22,473</b>
<b>Note 2.1B: Investments</b>		
Investments	89,500	60,000
<b>Total investments</b>	<b>89,500</b>	<b>60,000</b>
<b>Total Cash, cash equivalents and investments</b>	<b>103,828</b>	<b>82,473</b>

### 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 appropriations, 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 initially recognised at fair value and subsequently recognised at amortised cost. 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 2023

	2023 \$'000	2022 \$'000
<b>Note 2.1C: Trade and other receivables</b>		
<b>Goods and services receivables</b>		
Goods and services receivables	568	201
<b>Total goods and services receivables</b>	<b>568</b>	<b>201</b>
<b>Receivable from Government</b>		
Receivable from Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA)	16	15
<b>Total receivable from Government</b>	<b>16</b>	<b>15</b>
<b>Other receivables</b>		
Net GST receivable	768	760
<b>Total other receivables</b>	<b>768</b>	<b>760</b>
<b>Total trade and other receivables</b>	<b>1,352</b>	<b>976</b>

All receivables are expected to be recovered in no more than 12 months.

**Accounting Policy**

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Trade and other receivables are recognised when CASA becomes party to a contract and has a legal right to receive cash. Impairment is assessed on initial recognition. Impairment allowances are made on a lifetime expected loss basis. Collectability of debts is continually reviewed. Trade receivables are derecognised on payment.

Refer to the accounting policy in Note 1.3A Revenue from Government. Receivable from Government are the registration levies that DITRDCA 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.

	2023 \$'000	2022 \$'000
<b>Note 2.1D: Accrued revenue</b>		
Accrued aviation fuel excise revenue	1,768	1,383
Accrued interest	1,010	109
Other income	283	155
<b>Total accrued revenue</b>	<b>3,061</b>	<b>1,647</b>

Refer to the accounting policy in Note 1.3A.

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

For the period ended 30 June 2023

**Note 2.2: Non-financial assets**

**Note 2.2A: Reconciliation of the opening and closing balances of leasehold improvements, plant and equipment and intangibles**

	Buildings (right-of-use)	Leasehold Improvement	
	In Use \$'000	In Use \$'000	Work in Progress \$'000
<b>As at 1 July 2022</b>			
Gross book value	60,073	4,802	15
Accumulated depreciation/amortisation	(25,460)	(1,292)	-
<b>Total as at 1 July 2022</b>	<b>34,613</b>	<b>3,510</b>	<b>15</b>
<b>Additions:</b>			
By purchase	-	-	-
Purchase or internally developed	-	-	591
Reclassification	-	-	(157)
Transfers	-	40	(40)
Right-of-use assets	105	-	-
<b>Revaluations and impairments recognised in other comprehensive income:</b>			
Gross Value - revaluation	-	(1,254)	-
Accumulated depreciation	-	2,383	-
<b>Disposals:</b>			
Gross value of disposals	(103)	-	-
Accumulated depreciation on disposals	103	-	-
<b>Write-down of assets:</b>			
Gross value	(160)	-	-
<b>Reclassifications:</b>			
Gross Value	-	-	-
Accumulated depreciation	-	-	-
Depreciation expense	-	(1,279)	-
Depreciation on right-of-use assets	(8,149)	-	-
<b>Total as at 30 June 2023</b>	<b>26,409</b>	<b>3,400</b>	<b>409</b>
<b>Total as at 30 June 2023 represented by:</b>			
Gross book value	59,915	3,588	409
Accumulated depreciation/amortisation	(33,506)	(188)	-
<b>Total as at 30 June 2023 represented by:</b>	<b>26,409</b>	<b>3,400</b>	<b>409</b>
<b>Total of class including work in progress as at 30 June 2023</b>	<b>26,409</b>		
<b>Carrying amount of right-of-use assets as at 30 June 2023</b>	<b>26,409</b>		

**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, which is a major assumption for asset valuation.

Plant and Equipment		Computer Software		Total \$'000
In Use \$'000	Work in Progress \$'000	In Use \$'000	Work in Progress \$'000	
8,991	-	82,000	6,538	162,419
(2,675)	-	(49,137)	-	(78,564)
<b>6,316</b>	-	<b>32,863</b>	<b>6,538</b>	<b>83,855</b>
66	-	-	-	66
-	191	-	12,672	13,454
157	-	-	-	-
191	(191)	10,668	(10,668)	-
18	-	-	-	123
(2,430)	-	-	-	(3,684)
2,438	-	-	-	4,821
(631)	-	(9,935)	-	(10,669)
409	-	9,934	-	10,446
-	-	-	(2,648)	(2,808)
(2,505)	-	2,505	-	-
778	-	(778)	-	-
(1,607)	-	(9,897)	-	(12,783)
(221)	-	-	-	(8,370)
<b>2,979</b>	-	<b>35,360</b>	<b>5,894</b>	<b>74,451</b>
3,857	-	85,238	5,894	158,901
(878)	-	(49,878)	-	(84,450)
<b>2,979</b>	-	<b>35,360</b>	<b>5,894</b>	<b>74,451</b>
<b>6,788</b>		<b>41,254</b>		<b>74,451</b>
<b>198</b>				<b>26,607</b>

The carrying value for the Property, Plant and Equipment was assessed by the independent valuer as materially at fair value as of 30 June 2023. Valuation methods include market value and cost approach. Further details are disclosed in the accounting policy.

## 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.

### *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:
Leasehold improvement	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.

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

For the period ended 30 June 2023

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	2023	2022
Buildings (ROU)	Lease term	Lease term
Leasehold improvement	Lower of lease term or useful life up to 20 years	Lower of lease term or useful life up to 20 years
Plant and equipment	1 to 20 years	1 to 20 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.

**Impairment**

All assets were assessed for impairment as at 30 June 2023. 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 15 years (2021–22: 3 to 10 years).

All software assets were assessed for indications of impairment as at 30 June 2023.

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

For the period ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>Note 2.2A (continued)</b>		
<b>Contractual commitments for the acquisition of plant, equipment and intangible assets</b>		
<b>Commitments are payable as follows:</b>		
Within 1 year	2,224	275
Between 1 to 5 years	-	134
<b>Total Contractual commitments for the acquisition of plant, equipment and intangible assets</b>	<b>2,224</b>	<b>409</b>

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	2,420	2,128
<b>Total other non-financial assets</b>	<b>2,420</b>	<b>2,128</b>

**Note 2.3: Liabilities**

**Note 2.3A: Suppliers**

Trade creditors and accruals	5,736	5,655
<b>Total suppliers</b>	<b>5,736</b>	<b>5,655</b>

**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 should be settled within 20 days.

	2023 \$'000	2022 \$'000
<b>Note 2.3B: Other payables</b>		
Wages and salaries	2,839	2,686
Superannuation	506	414
Unearned revenue	1,165	752
Other payables	37	10
<b>Total other payables</b>	<b>4,547</b>	<b>3,862</b>

**Accounting Policy**

**Superannuation**

The liability for superannuation recognised as at 30 June 2023 represents outstanding contributions for the final pay days remaining in 2022–23.

**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 2023.



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

For the period ended 30 June 2023

	2023 \$'000	2022 \$'000
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**Note 2.4: Interest Bearing Liabilities**

**Note 2.4A: Leases**

Lease liabilities – Building leases	27,316	35,500
Lease liabilities – Motor Vehicles	188	387
<b>Total leases</b>	<b>27,504</b>	<b>35,887</b>

Total cash outflow for leases for the year ended 30 June 2023 was \$8,704,541 (2022: \$9,103,612).

**Maturity analysis – contractual undiscounted cash flows**

Within 1 year	6,752	8,620
Between 1 to 5 years	16,311	19,802
More than 5 years	5,524	9,539
<b>Total leases</b>	<b>28,587</b>	<b>37,961</b>

CASA takes open market competitive approach for all its lease tenders. Building leases generally span from 5 to 12 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.

CASA is relocating its Canberra office in the next financial year. A new 12-year lease commencing February 2024 has been committed, which will add approximately \$44 million in both lease liability and right-of-use asset in the 2023–24 financial year.

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 unwinding of 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.

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

For the period ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>Note 2.5: Provisions</b>		
<b>Note 2.5A: Employee provisions</b>		
Separations and redundancies	547	142
Leave	34,914	32,179
Ancillary costs on leave provisions	5,572	5,225
<b>Total employee provisions</b>	<b>41,033</b>	<b>37,546</b>
<b>Note 2.5B: Other provisions</b>		
Provision for makegood	47	47
<b>Total other provisions</b>	<b>47</b>	<b>47</b>
	Provision for makegood \$'000	
<b>As at 1 July 2022</b>	47	
Unwinding of discounted amount	-	
<b>Total as at 30 June 2023</b>	<b>47</b>	

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.

# Civil Aviation Safety Authority

## Notes to and forming part of the financial statements

For the period ended 30 June 2023

### **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 2023 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 2023

## 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:

	2023 \$'000	2022 \$'000
<b>Short-term employee benefits</b>		
Salary	2,796	3,088
Annual leave accrued	233	250
Allowances	7	6
<b>Total short-term employee benefits</b>	<b>3,036</b>	<b>3,344</b>
<b>Post-employment benefits</b>		
Superannuation	430	512
<b>Total post-employment benefits</b>	<b>430</b>	<b>512</b>
<b>Other long-term employee benefits</b>		
Long-service leave accrued	140	85
<b>Total other long-term employee benefits</b>	<b>140</b>	<b>85</b>
Termination benefits	-	206
<b>Total key management personnel remuneration</b>	<b>3,606</b>	<b>4,147</b>

The total number of key management personnel that are included in the above table are 15 (2022:18) individuals. 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.

# Civil Aviation Safety Authority

## Notes to and forming part of the financial statements

For the period ended 30 June 2023

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### 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.

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

For the period ended 30 June 2023

## Note 4: Managing Uncertainties

### Note 4.1: Contingent Assets and Liabilities

	Claims for damages or costs	
	2023 \$'000	2022 \$'000
<b>Contingent assets</b>		
Balance from previous period	6,353	6,353
New contingent assets recognised	6,086	-
Obligations expired	(6,353)	-
<b>Total contingent assets</b>	<b>6,086</b>	<b>6,353</b>
<b>Contingent liabilities</b>		
Balance from previous period	6,452	6,525
New contingent liabilities recognised	6,309	109
Liabilities realised	(97)	(56)
Obligations expired	(6,364)	(126)
<b>Total contingent liabilities</b>	<b>6,300</b>	<b>6,452</b>
<b>Net contingent liabilities</b>	<b>(214)</b>	<b>(99)</b>

#### 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 \$6,086,170 (2022: \$6,352,953). CASA is defending all the 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 \$213,829 (2022: \$99,159). 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 2023, CASA is named as defendant in one action for damages relating to personal injury or loss of life (2022: 4). It is deemed not possible to estimate the amount of any eventual payment that may be required in relation to the claim. CASA has denied liability and is defending the claim, 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 2023

**Note 4.2: Fair Value Measurements**

	2023 \$'000	2022 \$'000
<b>ASSETS</b>		
<b>Assets at fair value</b>		
<b>Non-financial assets</b>		
Property, plant and equipment	6,590	9,440
<b>Total non-financial assets at fair value</b>	<b>6,590</b>	<b>9,440</b>
<b>Total assets at fair value</b>	<b>6,590</b>	<b>9,440</b>
<b>Assets where carrying amount approximates fair value</b>		
<b>Financial assets</b>		
Cash, cash equivalents and investments	103,828	82,473
Trade and other receivables	1,352	976
Accrued revenue	3,061	1,647
<b>Total financial assets where carrying value approximates fair value</b>	<b>108,241</b>	<b>85,096</b>
<b>Assets carried at cost</b>		
<b>Non-financial assets</b>		
Buildings - right-of-use assets	26,409	34,613
Property, plant and equipment - right-of-use assets	198	401
Intangibles	41,254	39,401
Prepayments	2,420	2,128
<b>Total non-financial assets carried at cost</b>	<b>70,281</b>	<b>76,543</b>
<b>Total assets in the statement of financial position</b>	<b>185,112</b>	<b>171,079</b>
<b>LIABILITIES</b>		
<b>Liabilities where carrying value approximates fair value</b>		
<b>Payables</b>		
Suppliers	5,736	5,655
Lease Liabilities	27,504	35,887
Other payables	4,547	3,862
<b>Total payables</b>	<b>37,787</b>	<b>45,404</b>
<b>Provisions</b>		
Employee provisions	41,033	37,546
Other provisions	47	47
<b>Total provisions</b>	<b>41,080</b>	<b>37,593</b>
<b>Total liabilities where carrying value approximates fair value</b>	<b>78,867</b>	<b>82,997</b>
<b>Total liabilities in the statement of financial position</b>	<b>78,867</b>	<b>82,997</b>

**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 2023

**Note 4.3: Financial Instruments**

	2023 \$'000	2022 \$'000
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**Note 4.3A: Categories of financial instruments**

**Financial assets at amortised cost**

Cash at bank and deposits at call	14,328	22,473
Investments	89,500	60,000
Trade and other receivables	568	201
Accrued interest	1,010	109
<b>Total financial assets at amortised cost</b>	<b>105,406</b>	<b>82,783</b>
<b>Total financial instruments classified as financial assets</b>	<b>105,406</b>	<b>82,783</b>

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	577	29
Interest on Investments	2,482	202
<b>Net gains on financial assets at amortised cost</b>	<b>3,059</b>	<b>231</b>
<b>Net gains on financial assets</b>	<b>3,059</b>	<b>231</b>



# Civil Aviation Safety Authority

## Notes to and forming part of the financial statements

For the period ended 30 June 2023

### **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).

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

For the period ended 30 June 2023

**Note 4.4: Current/non-current distinction for assets and liabilities**

	2023 \$'000	2022 \$'000
<b>Assets expected to be recovered in</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	14,328	22,473
Investments	89,500	60,000
Trade and other receivables	1,352	976
Accrued revenue	3,061	1,647
Prepayments	2,192	1,960
<b>Total no more than 12 months</b>	<b>110,433</b>	<b>87,056</b>
<b>More than 12 months</b>		
Buildings	26,409	34,613
Property, plant and equipment	6,788	9,841
Intangibles	41,254	39,401
Prepayments	228	168
<b>Total more than 12 months</b>	<b>74,679</b>	<b>84,023</b>
<b>Total assets</b>	<b>185,112</b>	<b>171,079</b>
<b>Liabilities expected to be settled in</b>		
<b>No more than 12 months</b>		
Suppliers	5,736	5,655
Other payables	4,547	3,862
Lease Liabilities	6,457	7,637
Employee provisions	13,515	12,705
<b>Total no more than 12 months</b>	<b>30,255</b>	<b>29,859</b>
<b>More than 12 months</b>		
Lease Liabilities	21,047	28,250
Employee provisions	27,518	24,841
Other provisions	47	47
<b>Total more than 12 months</b>	<b>48,612</b>	<b>53,138</b>
<b>Total liabilities</b>	<b>78,867</b>	<b>82,997</b>

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

For the period ended 30 June 2023

## Note 5: Regulatory Charging Summary

	2023 \$'000	2022 \$'000
<b>Expenses</b>		
Departmental	215,071	201,648
<b>Total expenses</b>	<b>215,071</b>	<b>201,648</b>
<b>Revenue</b>		
Departmental	18,034	11,360
<b>Total revenue</b>	<b>18,034</b>	<b>11,360</b>

**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*.

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

For the period ended 30 June 2023

## Note 6: Cash Flow Reconciliation

	2023 \$'000	2022 \$'000
<b>Reconciliation of cash and cash equivalents as per the statement of financial position to cash flow statement</b>		
<b>Reconciliation of net cost of services to net cash from operating activities:</b>		
Net cost of services	(197,037)	(190,288)
<i>Add:</i> Revenue from government	91,507	122,084
<i>Add:</i> Aviation fuel excise	121,665	84,423
<i>Add:</i> Registration levies	891	891
<i>Adjustments for non-cash items:</i>		
Depreciation and amortisation	21,153	25,203
Net write down of non-financial assets	2,648	294
(Gains) / losses on disposal of assets	223	188
<i>Changes in assets / liabilities</i>		
(Increase) / Decrease in net receivables	(376)	364
(Increase) / Decrease in accrued revenue	(1,414)	(749)
(Increase) / Decrease in prepayments	(292)	196
Increase / (Decrease) in employee provisions	3,487	(3,074)
Increase / (Decrease) in supplier payables	81	376
Increase / (Decrease) in other provisions	-	(245)
Increase / (Decrease) in other payables	685	759
<b>Net cash from operating activities</b>	<b>43,221</b>	<b>40,422</b>

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

For the period ended 30 June 2023

## Note 7: Explanation of Major Budgetary Variances

Explanations of major variances	Variance to budget (\$'000)	Affected statements and line items
The budget for aviation fuel excise was generated based on forecasts provided by the Department of the Treasury, with a conservative approach that considered the lingering impact of COVID-19. However, the domestic travel market experienced a strong recovery when the COVID-19 restrictions were lifted, leading to sales of aviation fuel exceeding the budgeted expectations.	33,365	Statement of Comprehensive Income: <ul style="list-style-type: none"> <li>Aviation fuel excise</li> </ul>
	34,000	Statement of Cash Flow – Operating Activities: <ul style="list-style-type: none"> <li>Cash received – Aviation fuel excise</li> </ul>
The budget for regulatory service fees was prepared with a conservative approach that considered the lingering impact of COVID-19. However, the aviation industry experienced a robust recovery, resulting in stronger than expected demand for regulatory services.	4,680	Statement of Comprehensive Income: <ul style="list-style-type: none"> <li>Own source revenue – Fees</li> </ul>
	6,044	Statement of Cash Flow – Operating Activities: <ul style="list-style-type: none"> <li>Cash received - Sale of goods and rendering of services</li> </ul>
CASA's weighted average interest rate has increased from 0.47% in 2021–22 to 3.65% in 2022–23, combined with the better than anticipated cash balances from the additional fuel excise receipts (mentioned above) has resulted in this significant increase in interest income.	2,499	Statement of Comprehensive Income: <ul style="list-style-type: none"> <li>Own source revenue – Interest</li> </ul>
AvSuper Defined Benefit Scheme refunded \$1.5 million to CASA as part of their repatriation of surplus assets, which was the main contributor to this budget variance.	1,056	Statement of Comprehensive Income: <ul style="list-style-type: none"> <li>Own source revenue – Other revenue</li> </ul>
With the current pause on Recreational Drone Registration, CASA has booked an impairment provision relating to the development of the online portal built to facilitate the registration and payment process. This provision can be reversed should the pause be lifted and the registration for Recreational Drones go ahead.	2,648	Statement of Comprehensive Income: <ul style="list-style-type: none"> <li>Expenses – Write-down and impairment of assets</li> </ul>

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

For the period ended 30 June 2023

Explanations of major variances	Variance to budget (\$'000)	Affected statements and line items
The Melbourne office lease extension originally scheduled in 2022–23 was executed ahead of time in 2021–22. As a result, the budgeted increase in both ROU Buildings and lease liability balance was forfeited.	(5,234)	Statement of Financial Position: • Non-financial assets – Buildings
The rent review conducted in the Canberra and Darwin office yielded a favorable outcome for CASA, resulting in a reduction in annual rent payments.	(5,671)	Statement of Financial Position: • Interest bearing liabilities – Lease liabilities
Some virtual desktop and telephony assets have been recategorised from hardware to software, which was the main contributor of the budget variance in Property, Plant and Equipment balance.	(1,502)	Statement of Cash Flow – Financing Activities: • Principal payments of lease liabilities
Minor delays in IT projects together with the impairment provision raised for the recreational drone levy contributed to the budget variance in Intangibles and total cash used in Investing Activities.	(2,565)	Statement of Financial Position: • Non-financial assets – Property, plant and equipment
Better than anticipated full year surplus together with delays in capital projects and savings from rent review contributed to the higher cash balance.	(2,132)	Statement of Financial Position: • Non-financial assets – Intangibles
	(1,898)	Statement of Cash Flow – Investing Activities: • Purchase of property, plant and equipment and intangibles
	43,244	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.



# 7

## Appendices

This section contains appendices that provide details of CASA's operations and address particular reporting requirements under the *Public Governance, Performance and Accountability Act 2013*.

### In this part:

- Appendix A: Operating statistics **158**
- Appendix B: Management and accountability statistics **174**
- Appendix C: Annual report requirements **187**

# Appendix A: Operating statistics

## Flight operations

**Table A.1 Air operator certificates, 2020–21 to 2022–23**

Type of application	2020–21	2021–22	2022–23
Initial issue	61	43	21
Subsequent issue	255	171	239
Variation	145	77	329
<b>Total</b>	<b>461</b>	<b>291</b>	<b>589</b>
Current certificates at 30 June	793	792 <sup>a</sup>	664 <sup>a</sup>

**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 changed in 2021–22 to reflect the new regulations.

The 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.

<sup>a</sup> Current certificates 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.2 Aerial work certificates, 2022–23**

Type of application	2022–23
Initial issue	27
Subsequent issue	51
Variation	115
<b>Total</b>	<b>193</b>
Current certificates at 30 June	391

**Note:** Figures do not include applications and certificates for Civil Aviation Safety Regulation (CASR) Part 137, aerial application operations.



**Table A.3 Remotely piloted aircraft operator certificates, 2020–21 to 2022–23**

Type of application	2020–21	2021–22 <sup>a</sup>	2022–23
Initial issue	440	425	419
Subsequent issue	565	908 <sup>b</sup>	878
Variation	108	107	156
<b>Total</b>	<b>1,113</b>	<b>1,440</b>	<b>409</b>
Current certificates at 30 June	2,174	2,341	2,596

a These figures update those presented in the 2021–22 annual report.

b The 2021–22 and subsequent reporting year figures include applications received and processed manually and online via myCASA.

**Table A.4 Remote pilot licences, 2020–21 to 2022–23**

Type of application	2020–21	2021–22	2022–23
Initial issue	5,127	4,129	4,694
Current licences at 30 June	21,643	25,722	30,403



Source: Civil Aviation Safety Authority

# Flight personnel

**Table A.5 Flight crew licences, 2020–21 to 2022–23**

Aircraft type	Licence type	2020–21		2021–22		2022–23	
		Initial issue	Current	Initial issue	Current	Initial issue	Current
Aeroplane	<b>Pilot<sup>a</sup></b>						
	Air transport	101	6,533	147	6,740	247	6,836
	Commercial	1,225	5,001	943	5,235	1,154	5,713
	Commercial (CASA EX46/20) <sup>b</sup>	0	5,681	0	5,252	0	4,718
	Private	1,009	8,185	715	7,901	1,044	7,793
	Recreational	989	2,956	818	2,943	1,059	3,032
	<b>Total aeroplane pilots</b>	<b>3,324</b>	<b>28,856</b>	<b>2,623</b>	<b>28,071</b>	<b>3,504</b>	<b>28,092</b>
Helicopter	Air transport	10	687	21	675	25	681
	Commercial	207	1,900	203	1,966	255	2,026
	Commercial (CASA EX46/20) <sup>b</sup>	0	999	0	878	0	894
	Private	114	874	123	920	139	948
	Recreational	2	26	4	25	9	25
	<b>Total helicopter pilots</b>	<b>333</b>	<b>4,486</b>	<b>351</b>	<b>4,464</b>	<b>428</b>	<b>4,574</b>
Other	Commercial – Other <sup>c</sup>	6	100	1	92	1	93
	Commercial (CASA EX46/20) <sup>b</sup>	0	2	0	2	0	1
	Private – gyroplane	0	2	0	2	0	2
	Recreational	1	2	0	0	0	0
	<b>Total other pilots</b>	<b>7</b>	<b>106</b>	<b>1</b>	<b>96</b>	<b>1</b>	<b>96</b>
Glider	<b>Total glider pilots</b>	<b>5</b>	<b>52</b>	<b>3</b>	<b>53</b>	<b>18</b>	<b>62</b>
	<b>Total pilots<sup>d</sup></b>	<b>3,669</b>	<b>30,985</b>	<b>2,978</b>	<b>30,728</b>	<b>3,951</b>	<b>32,849</b>
All	<b>Flight engineer</b>						
	<b>Total flight engineers</b>	<b>1</b>	<b>34</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>25</b>

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 was effective from 1 March 2020 to 28 February 2023. It enabled 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, 2020–21 to 2022–23**

Type of licence	2020–21		2021–22		2022–23	
	No. sat	% passed	No. sat	% passed	No. sat	% passed
Air transport pilot	3,649	74	4,292	69	4,821	70
Commercial pilot	13,712	74	11,505	69	13,358	69
Private pilot	1,655	64	1,585	63	1,941	64
Recreational pilot	1,544	54	1,464	53	1,714	54
<b>Total</b>	<b>20,560</b>	<b>70</b>	<b>18,846</b>	<b>67</b>	<b>21,834</b>	<b>67</b>

**Table A.7 Medical certificates, 2020–21 to 2022–23**

Type of certificate	2020–21			2021–22			2022–23		
	Initial	Renewal	Refusal	Initial	Renewal	Refusal	Initial	Renewal	Refusal
Class 1	1,574	15,064	28	1,639	15,514	34	1,978	16,969	33
Class 2	2,798	19,877	31	2,968	19,968	67	3,926	21,746	64
Basic Class 2	694	398	0	597	376	0	806	502	0
Class 3	36	708	3	85	514	4	108	621	3
<b>Total</b>	<b>3,798</b>	<b>20,895</b>	<b>62</b>	<b>3,938</b>	<b>20,895</b>	<b>105</b>	<b>5,156</b>	<b>23,147</b>	<b>100</b>

**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.

## Maintenance organisations

**Table A.8 Certificates of approval, 2020–21 to 2022–23**

Type of application	2020–21	2021–22	2022–23
Initial issue	12	15	8
Subsequent issue	30	20	16
Variation	56	63	59
<b>Total</b>	<b>98</b>	<b>98</b>	<b>83</b>
Current certificates at 30 June	577	541	540

**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, 2020–21 to 2022–23**

Type of application	2020–21	2021–22	2022–23
Initial issue	40	10	13
Subsequent issue	17	30	35
Variation	70	147	154
<b>Total</b>	<b>127</b>	<b>187</b>	<b>202</b>
Current certificates at 30 June	161	161	178

## Maintenance personnel

**Table A.10 Aircraft maintenance engineer examinations, 2020–21 to 2022–23**

Type of examination	2020–21	2021–22	2022–23
Schedule of Experience examinations <sup>a</sup>	825	n.a.	n.a.
Part 66 self-study module examinations <sup>a</sup>	n.a.	44 <sup>b</sup>	75
Weight control authority examinations	0	1	18
<b>Total</b>	<b>825</b>	<b>45</b>	<b>93</b>

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, August 2021. No examinations were conducted in July 2021.

**Table A.11 Aircraft maintenance engineer licences, 2020–21 to 2022–23**

Detail		2020–21	2021–22	2022–23
<b>Licence assessments</b>				
Category Technical Competency Assessments and Licence Technical Assessments (combined)	Australian military	1	0	0
	Foreign civil	23	19	31
<b>Total</b>		<b>24</b>	<b>19</b>	<b>31</b>
<i>Trans-Tasman Mutual Recognition Act 1997 assessments</i>		7	4	19
<b>Licences</b>				
Issued		143	117	128
Current at 30 June		9,358	9,475	9,603
Average age of licence holder (years)		53	54	54

**Table A.12 Airworthiness authorities, 2020–21 to 2022–23**

Type of authority	2020–21	2021–22	2022–23
Maintenance	66	84	38
Non-destructive testing	66	59	64
Weight-control	35	27	37
Welding	7	13	5

## Airworthiness

**Table A.13 Airworthiness certificates, authorisations and approvals issued, 2020-21 to 2022-23**

Type of permission	2020-21	2021-22	2022-23
<b>Type certificate<sup>a</sup></b>			
Aeroplanes	1	0	0
Lighter than air	0	0	1
Rotorcraft	1	0	0
Engine	0	0	0
Propeller	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>1</b>
<b>Type acceptance certificate<sup>a</sup></b>			
Aeroplanes	15	25	13
Lighter than air	0	3	0
Rotorcraft	4	0	0
<b>Total</b>	<b>19</b>	<b>28</b>	<b>13</b>
<b>Other authorisations, certificates and approvals</b>			
Supplemental type certificate <sup>a</sup>	19	11	13
Certificate of airworthiness	352	530	518
Special flight authorisation	27	42	35
Special flight permit <sup>b</sup>	121	434	487
Experimental certificate <sup>c</sup>	134	158	150
Simulator certification (flight simulator training devices)	60	67	56
Design advice	46	22	60
Flight manual supplement	1	0	0

a Includes amendments to supplemental data, including type certificate data sheets and type certificate holder details.

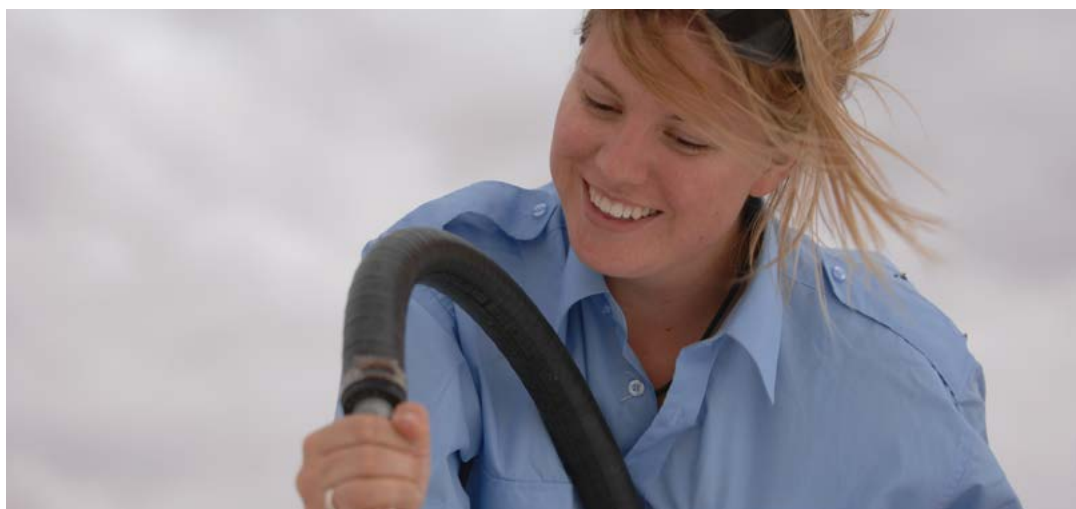
b Includes all permits issued by CASA and industry delegates.

c Includes certificates issued for devices located overseas.

**Table A.14 Aircraft registrations, 2020-21 to 2022-23**

Type of registration	2020-21	2021-22	2022-23
Initial registration	370	449	440
Change of registration holder	1,263	1,754	1,401
Cancellation of registration	236	232	231
Change of registration mark	67	59	47
Reservation of registration mark	1,026	1,005	1,209
Reissue of certificate of registration	46	82	109
Aircraft registered at 30 June	15,855	16,072	16,279
Marks reserved at 30 June	684	685	886

**Note:** Includes remotely piloted aircraft systems that are greater than 150 kilograms which require VH registration.



Source: Civil Aviation Safety Authority

**Table A.15 Average age of the Australian fleet of civil aircraft at 30 June 2023**

Aircraft group by airframe and propulsion characteristics		> 56 years	56-47 years	46-37 years	36-27 years	26-17 years	16-7 years	6-2 years	< 2 years	Total by group	% of total fleet			
Gliders		116	313	302	100	87	46	10	0	<b>974</b>	5.98			
Powered gliders		0	31	56	50	62	80	20	9	<b>308</b>	1.89			
Balloons		0	2	25	54	106	152	81	13	<b>433</b>	2.66			
Airships		0	0	0	1	0	0	0	0	<b>1</b>	0.01			
Remotely piloted aircraft systems		0	0	0	0	0	0	2	0	<b>2</b>	0.01			
Amateur-built aircraft	Aeroplane	Single-engine	Diesel	0	0	0	0	1	0	0	<b>1</b>	0.01		
			Piston	4	29	106	184	512	448	167	49	<b>1,499</b>	9.21	
			Turboprop	0	0	0	0	5	0	1	0	<b>6</b>	0.03	
			Jet	0	0	1	0	1	0	3	1	<b>6</b>	0.03	
			Rotary	0	0	0	0	0	1	0	0	<b>1</b>	0.01	
			Electric engine	0	0	0	0	0	0	1	0	<b>1</b>	0.01	
	Helicopter	Multi-engine	Piston	0	0	0	2	5	3	3	0	<b>13</b>	0.08	
			Jet	0	0	0	0	0	1	0	1	<b>2</b>	0.01	
			Diesel	0	0	0	0	0	1	0	0	<b>1</b>	0.01	
			Piston	2	0	0	9	43	28	6	2	<b>90</b>	0.55	
	Production aircraft	Helicopter	Single-engine	Piston	30	51	37	176	423	547	171	52	<b>1,487</b>	9.13
				Turboshaft	23	102	197	111	112	110	36	29	<b>720</b>	4.42
			Multi-engine	≤ 5,700 kg MTOW	Turboshaft	0	3	37	61	44	39	13	7	<b>204</b>
> 5,700 kg MTOW				Turboshaft	0	0	7	1	6	63	16	0	<b>93</b>	0.57
Aeroplane		Single-engine	≤ 5,700 kg MTOW	Diesel	0	0	0	0	1	10	13	3	<b>27</b>	0.17
				Piston	2,002	1,705	1,973	286	661	458	231	53	<b>7,369</b>	45.27
				Turboprop	1	13	29	108	111	135	40	11	<b>448</b>	2.76
			> 5,700 kg MTOW	Jet	10	17	16	2	0	0	1	0	<b>46</b>	0.28
				Piston	3	0	0	0	0	0	0	0	<b>3</b>	0.02
				Turboprop	0	0	0	8	31	42	27	7	<b>115</b>	0.71
		Multi-engine	≤ 5,700 kg MTOW	Jet	7	0	0	0	0	0	0	0	<b>7</b>	0.04
				Diesel	0	0	0	0	3	11	6	1	<b>21</b>	0.13
				Piston	123	400	487	23	29	50	19	2	<b>1,133</b>	6.96
	5,701 to 20,000 kg MTOW		Turboprop	0	16	103	20	25	30	1	4	<b>199</b>	1.22	
			Turboshaft	0	0	0	1	0	0	0	0	<b>1</b>	0.01	
			Jet	1	5	5	5	12	24	4	1	<b>57</b>	0.35	
			Electric engine	0	0	0	0	0	0	1	0	<b>1</b>	0.01	
			Piston	25	0	0	0	0	0	0	0	<b>25</b>	0.15	
			Turboprop	3	0	17	140	41	20	13	4	<b>238</b>	1.46	
			Jet	1	2	41	14	34	17	9	7	<b>125</b>	0.77	
20,001 to 50,000 kg MTOW	Piston	5	0	0	0	0	0	0	0	<b>5</b>	0.03			
	Turboprop	1	3	2	0	7	42	0	0	<b>55</b>	0.33			
	Jet	1	1	2	85	30	32	5	1	<b>157</b>	0.96			
>100,000 kg MTOW	Piston	1	0	0	0	0	0	0	0	<b>1</b>	0.01			
	Turboprop	0	0	1	0	0	0	0	0	<b>1</b>	0.01			
	Jet	0	1	1	3	101	181	11	15	<b>313</b>	1.93			
Remotely piloted aircraft (airship)		0	0	0	0	0	0	0	1	<b>1</b>	0.01			
Remotely piloted aircraft (powered lift)		0	0	0	0	0	0	1	1	<b>2</b>	0.01			
Remotely piloted aircraft (rotorcraft)		0	0	0	0	0	0	2	0	<b>2</b>	0.01			
<b>Total by age bracket</b>		<b>2,359</b>	<b>2,694</b>	<b>3,445</b>	<b>1,444</b>	<b>2,510</b>	<b>2,618</b>	<b>931</b>	<b>278</b>	<b>16,279</b>	<b>100</b>			
<b>% of total fleet</b>		<b>14</b>	<b>17</b>	<b>21</b>	<b>9</b>	<b>15</b>	<b>16</b>	<b>6</b>	<b>2</b>	<b>100</b>				

MTOW = maximum take-off weight

**Note:** Includes remotely piloted aircraft systems that are greater than 150 kilograms which require VH registration.



**Table A.16 Appointments of airworthiness delegates and authorised persons, 2020–21 to 2022–23**

Type of appointment	2020–21	2021–22	2022–23
<b>Appointments excluding Civil Aviation Safety regulations subpart 21M</b>			
Initial issue	31	23	5
Subsequent issue	12	96	126
Variation	12	26	5
Active at 30 June	128	135	136
<b>Appointments under Civil Aviation Safety Regulations subpart 21M</b>			
Initial issue and variation	20	18	23
Active at 30 June	36	32	37
<b>Total appointments active at 30 June</b>	<b>164</b>	<b>167</b>	<b>173</b>



Source: Civil Aviation Safety Authority

**Table A.17 Production authorisations, 2020–21 to 2022–23**

Type of authorisation	2020–21	2021–22	2022–23
<b>Production certificate</b>			
Initial issue	0	0	0
Variation	0	0	0
Under voluntary suspension at 30 June	6	1	1
Active at 30 June	6	5	5
<b>One-off production certificate</b>			
Initial issue	2	3	1
Variation	5	2	4
Under voluntary suspension at 30 June	2	2	1
Active at 30 June	35	33	34
<b>Australian parts manufacturing approval</b>			
Initial issue	2	1	0
Variation	8	2	2
Under voluntary suspension at 30 June	2	2	3
Active at 30 June	32	31	29
<b>Australian Technical Standards Order Authorisation</b>			
Initial issue or variation	1	1	2
Under voluntary suspension at 30 June	2	1	0
Active at 30 June	7	8	10
<b>Parts approval under CASR 21.305A</b>			
Initial issue or variation	2	2	1
Under voluntary suspension at 30 June	3	3	0
Active at 30 June	9	9	6

**Table A.18 Airworthiness directives and bulletins, 2020–21 to 2022–23**

Type of directive/ bulletin	2020–21	2021–22	2022–23
<b>Australian Airworthiness Directive</b>			
Issued	7	8	3
Cancelled	5	8	4
Amended	6	17	6
Current	7,772	7,783	7,786
State of design airworthiness directive	157	200	533
Exclusion from airworthiness directive	61	97	44
Review of airworthiness directive	15	9	0
<b>Airworthiness Bulletin</b>			
Issued or amended	16	27	12
Current	404	389	407

**Table A.19 Aircraft defect reports, 2020–21 to 2022–23**

Detail	2020–21	2021–22	2022–23
Reports received	1,095	964	865

## Aerodromes

**Table A.20 Aerodromes at 30 June, 2020–21 to 2022–23**

Aerodrome status	2020–21	2021–22 <sup>a</sup>	2022–23
Certified	204	329	322
Registered	127	n.a.	n.a.
<b>Total</b>	<b>331</b>	<b>329</b>	<b>322</b>

<sup>a</sup> 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, 2020-21 to 2022-23**

Type of application	2020-21	2021-22	2022-23
Initial issue	12	26	17
Subsequent issue	74	103	74
Variation	49	82	84
<b>Total</b>	<b>135</b>	<b>211</b>	<b>175</b>
Current certificates at 30 June	265	263	278

**Table A.22 Civil Aviation Safety Regulations Part 142 flight training certificates, 2020-21 to 2022-23**

Type of application	2020-21	2021-22	2022-23
Initial issue	6	3	1
Subsequent issue	21	23	17
Variation	23	42	58
<b>Total</b>	<b>50</b>	<b>68</b>	<b>76</b>
Current certificates at 30 June	63	62	69

**Table A.23 Civil Aviation Safety Regulations Part 147 maintenance training organisation certificates, 2020-21 to 2022-23**

Type of application	2020-21	2021-22	2022-23
Initial issue	4	1	1
Variation	46	49	65
<b>Total</b>	<b>50</b>	<b>50</b>	<b>66</b>
Suspended certificates	0	0	0
Surrendered certificates	0	0	0
Current certificates at 30 June	33	32	29

## Enforcement

**Table A.24 Medical certificate cancellations and suspensions, 2020–21 to 2022–23**

Certificate	2020–21		2021–22		2022–23	
	Cancelled	Suspended	Cancelled	Suspended	Cancelled	Suspended
Class 1	15	39	5	30	6	26
Class 2	33	68	28	99	26	52
Basic Class 2 <sup>a</sup>	85	n.a.	38	n.a.	38	n.a.
Class 3	2	2	1	0	5	3
<b>Total</b>	<b>135</b>	<b>109</b>	<b>72</b>	<b>129</b>	<b>75</b>	<b>81</b>

**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.

<sup>a</sup> Suspensions are not applicable to Basic Class 2 certificates.

**Table A.25 Licence and certificate actions, 2020–21 to 2022–23**

Action	2020–21	2021–22	2022–23
Show cause notice	24	10	9
Variations	1	0	0
Suspensions <sup>a</sup>	8	5	4
Cancellations	0	3	6

**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.

<sup>a</sup> 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, 2020–21 to 2022–23**

Action	2020–21	2021–22	2022–23
Suspensions	0	1	0

**Table A.27 Aviation infringement notices and prosecutions, 2020–21 to 2022–23**

Action	2020–21	2021–22	2022–23
Infringement notices issued	63	81	109
Matters referred to the Director of Public Prosecutions	7	2	6
Prosecutions finalised	11	5	5
Acquittals	0 <sup>a</sup>	0	0
Convictions	9	2	5

<sup>a</sup> 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.

**Table A.28 Compliance-related actions, 2020–21 to 2022–23**

Action	2020–21	2021–22	2022–23
Enforceable voluntary undertaking	0	0	0
Counselling	56	54	52



Source: Adobe stock | Hero Images

# Appendix B: Management and accountability statistics

## Employees

**Table B.1 All ongoing employees, 2022–23**

Location	Male			Female			Other			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total other	
NSW	57	1	<b>58</b>	14	0	<b>14</b>	0	0	<b>0</b>	<b>72</b>
QLD	145	3	<b>148</b>	74	10	<b>84</b>	0	0	<b>0</b>	<b>232</b>
SA	16	0	<b>16</b>	2	0	<b>2</b>	0	0	<b>0</b>	<b>18</b>
TAS	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
VIC	62	0	<b>62</b>	14	0	<b>14</b>	0	0	<b>0</b>	<b>76</b>
WA	33	1	<b>34</b>	11	1	<b>12</b>	0	0	<b>0</b>	<b>46</b>
ACT	175	5	<b>180</b>	153	31	<b>184</b>	0	0	<b>0</b>	<b>364</b>
NT	6	0	<b>6</b>	5	0	<b>5</b>	0	0	<b>0</b>	<b>11</b>
External territories	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Overseas	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
<b>Total</b>	<b>494</b>	<b>10</b>	<b>504</b>	<b>273</b>	<b>42</b>	<b>315</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>819</b>

**Table B.2 All non-ongoing employees, 2022–23**

Location	Male			Female			Other			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total other	
NSW	2	0	<b>2</b>	5	1	<b>6</b>	0	0	<b>0</b>	<b>8</b>
QLD	6	3	<b>9</b>	6	1	<b>7</b>	0	1	<b>1</b>	<b>17</b>
SA	2	0	<b>2</b>	1	1	<b>2</b>	0	0	<b>0</b>	<b>4</b>
TAS	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
VIC	3	0	<b>3</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>3</b>
WA	2	0	<b>2</b>	0	1	<b>1</b>	0	0	<b>0</b>	<b>3</b>
ACT	13	0	<b>13</b>	14	0	<b>14</b>	0	0	<b>0</b>	<b>27</b>
NT	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
External territories	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Overseas	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
<b>Total</b>	<b>28</b>	<b>3</b>	<b>31</b>	<b>26</b>	<b>4</b>	<b>30</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>62</b>



**Table B.3 All ongoing employees, 2021–22**

Location	Male			Female			Other			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total other	
NSW	51	0	<b>51</b>	11	0	<b>11</b>	0	0	<b>0</b>	<b>62</b>
QLD	137	4	<b>141</b>	69	9	<b>78</b>	0	0	<b>0</b>	<b>219</b>
SA	17	0	<b>17</b>	2	1	<b>3</b>	0	0	<b>0</b>	<b>20</b>
TAS	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
VIC	52	0	<b>52</b>	6	2	<b>8</b>	0	0	<b>0</b>	<b>60</b>
WA	24	1	<b>25</b>	10	0	<b>10</b>	0	0	<b>0</b>	<b>35</b>
ACT	191	6	<b>197</b>	145	30	<b>175</b>	0	0	<b>0</b>	<b>372</b>
NT	6	0	<b>6</b>	3	0	<b>3</b>	0	0	<b>0</b>	<b>9</b>
External territories	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Overseas	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
<b>Total</b>	<b>478</b>	<b>11</b>	<b>489</b>	<b>246</b>	<b>42</b>	<b>288</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>777</b>

**Table B.4 All non-ongoing employees, 2021–22**

Location	Male			Female			Other			Total
	Full-time	Part-time	Total male	Full-time	Part-time	Total female	Full-time	Part-time	Total other	
NSW	2	0	<b>2</b>	4	1	<b>5</b>	0	0	<b>0</b>	<b>7</b>
QLD	8	2	<b>10</b>	12	2	<b>14</b>	0	1	<b>1</b>	<b>25</b>
SA	3	0	<b>3</b>	1	1	<b>2</b>	0	0	<b>0</b>	<b>5</b>
TAS	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
VIC	6	0	<b>6</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>6</b>
WA	5	0	<b>5</b>	1	1	<b>2</b>	0	0	<b>0</b>	<b>7</b>
ACT	15	2	<b>17</b>	16	2	<b>18</b>	0	0	<b>0</b>	<b>35</b>
NT	1	0	<b>1</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>1</b>
External territories	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
Overseas	0	0	<b>0</b>	0	0	<b>0</b>	0	0	<b>0</b>	<b>0</b>
<b>Total</b>	<b>40</b>	<b>4</b>	<b>44</b>	<b>34</b>	<b>7</b>	<b>41</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>86</b>

## Executive remuneration

Table B.5 Remuneration paid to key management personnel, 2022–23

Name	Position title	Short-term benefits		
		Base salary <sup>a</sup>	Bonuses	Other benefits and allowances <sup>b</sup>
<b>Spence, Pip</b>	Chief Executive Officer & Director of Aviation Safety	\$528,964	\$0	\$884
<b>Walker, Robert</b>	Executive Manager Regulatory Oversight Division	\$256,420	\$0	\$884
<b>Aleck, Jonathan</b>	Executive Manager Legal, International & Regulatory Affairs	\$372,228	\$0	\$884
<b>Crome, Philippa</b>	Executive Manager Corporate Services	\$311,466	\$0	\$884
<b>Frawley, Simon</b>	Chief Financial Officer	\$235,053	\$0	\$884
<b>Monahan, Chris</b>	Executive Manager National Operations and Standards	\$350,875	\$0	\$884
<b>Sparrow, Andrew</b>	Executive Manager Guidance, Transformation and Safety Systems	\$262,954	\$0	\$884
<b>Marcelja, Andreas</b>	Executive Manager Stakeholder Engagement	\$271,115	\$0	\$884
<b>Binskin, Mark</b>	CASA Board Chair	\$122,538	\$0	\$0
<b>Bridge, Michael</b>	CASA Board Member	\$61,269	\$0	\$0
<b>Hardman, Donna</b>	CASA Board Member	\$30,752	\$0	\$0
<b>Andre, Marilyn</b>	CASA Board Member	\$65,708	\$0	\$0
<b>Hallett, Elizabeth</b>	CASA Board Member	\$69,664	\$0	\$0
<b>Gonzalez Toro, Felipe</b>	CASA Board Member	\$65,451	\$0	\$0
<b>Korhonen, Jacqueline</b>	CASA Board Member	\$24,414	\$0	\$0
<b>Total</b>		<b>\$3,028,871</b>	<b>\$0</b>	<b>\$7,072</b>

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.

Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Superannuation contributions	Long service leave	Other long-term benefits		
\$64,009	\$24,397	\$0	\$0	<b>\$618,254</b>
\$49,250	\$19,312	\$0	\$0	<b>\$325,866</b>
\$13,340	\$17,036	\$0	\$0	<b>\$403,488</b>
\$59,584	\$15,256	\$0	\$0	<b>\$387,190</b>
\$45,570	\$8,796	\$0	\$0	<b>\$290,303</b>
\$49,439	\$14,043	\$0	\$0	<b>\$415,241</b>
\$40,119	\$12,866	\$0	\$0	<b>\$316,823</b>
\$41,685	\$28,211	\$0	\$0	<b>\$341,895</b>
\$18,787	\$0	\$0	\$0	<b>\$141,325</b>
\$9,393	\$0	\$0	\$0	<b>\$70,662</b>
\$4,947	\$0	\$0	\$0	<b>\$35,699</b>
\$10,071	\$0	\$0	\$0	<b>\$75,779</b>
\$10,681	\$0	\$0	\$0	<b>\$80,345</b>
\$10,003	\$0	\$0	\$0	<b>\$75,454</b>
\$3,507	\$0	\$0	\$0	<b>\$27,921</b>
<b>\$430,385</b>	<b>\$139,917</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,606,245</b>

**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, 2022-23**

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary <sup>a</sup>	Average bonuses	Average other benefits and allowances <sup>b</sup>	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0 – \$220,000	6	\$129,861	\$0	\$395	\$27,276	\$3,819	\$0	\$0	<b>\$161,355</b>
\$220,001 – \$245,000	4	\$198,713	\$0	\$804	\$29,611	\$5,562	\$0	\$0	<b>\$234,691</b>
\$245,001 – \$270,000	5	\$213,675	\$0	\$3,735	\$33,540	\$5,440	\$0	\$0	<b>\$256,390</b>
\$270,001 – \$295,000	12	\$235,742	\$0	\$4,672	\$38,567	\$6,028	\$0	\$0	<b>\$285,010</b>
\$295,001 – \$320,000	2	\$256,303	\$0	\$790	\$45,101	\$6,177	\$0	\$0	<b>\$308,372</b>

**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 3 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, 2022–23**

Total remuneration bands	Number of other highly paid employees	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary <sup>a</sup>	Average bonuses	Average other benefits and allowances <sup>b</sup>		Average long service leave	Average other long-term benefits		
\$240,000 – \$245,000	2	\$161,811	\$0	\$44,775	\$33,484	\$2,251	\$0	\$0	\$242,321
\$245,001 – \$270,000	25	\$176,964	\$0	\$43,320	\$35,482	\$4,501	\$0	\$0	\$260,267
\$270,001 – \$295,000	10	\$183,040	\$0	\$54,076	\$38,104	\$4,701	\$0	\$0	\$279,921
\$295,001 – \$320,000	4	\$199,803	\$0	\$59,633	\$39,219	\$5,008	\$0	\$0	\$303,663
\$320,001 – \$345,000	1	\$283,618	\$0	\$0	\$44,174	\$7,194	\$0	\$0	\$334,986
\$345,001 – \$370,000	1	\$311,687	\$0	\$0	\$47,331	\$7,768	\$0	\$0	\$366,787
\$370,001 – \$395,000	1	\$330,772	\$0	\$0	\$50,696	\$4,382	\$0	\$0	\$385,850
\$395,001 – \$420,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$420,001 – \$445,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$445,001 – \$470,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$470,001 – \$495,000	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$495,001 – ...	1	\$453,882	\$0	\$0	\$69,898	\$8,248	\$0	\$0	\$532,028

**Note:** Other highly paid employees are employees whose reportable remuneration was \$240,000 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 benefit tax).

## External scrutiny

**Table B.8 Administrative Appeals Tribunal merits reviews of CASA regulatory decisions, 2020–21 to 2022–23**

Matters	2020–21	2021–22	2022–23
<b>With the tribunal</b>			
Applications on hand from the previous year	10 <sup>a</sup>	10	12
Applications lodged during the year	17 <sup>a</sup>	14	8
<b>Total with the tribunal</b>	<b>27<sup>a</sup></b>	<b>24</b>	<b>20</b>
<b>Dealt with</b>			
Decisions affirmed	1	0	1
Decisions varied	1 <sup>a</sup>	0	1
Decisions set aside	1	2	1
Matters dismissed	3	5	2
<b>Total dealt with</b>	<b>6<sup>a</sup></b>	<b>7</b>	<b>5</b>
<b>Other</b>			
Applications withdrawn by the applicant	5 <sup>a</sup>	5	5
Applications remaining on hand at 30 June	16 <sup>a</sup>	12	10
<b>Total other</b>	<b>21<sup>a</sup></b>	<b>17</b>	<b>15</b>

**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.

<sup>a</sup> 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, 2022–23**

<b>Subject of decision</b>	<b>Refusal to issue</b>	<b>Issue subject to conditions not sought by applicant for the authorisation</b>	<b>Cancellation/suspension</b>	<b>Total</b>
Flight crew licence (including ratings and endorsements)	0	0	0	<b>0</b>
Aviation maintenance licence or authority (including ratings)	0	0	0	<b>0</b>
Medical certificate	3	3	1	<b>7</b>
Air operator certificate	0	0	0	<b>0</b>
Certificate of approval	0	0	0	<b>0</b>
Certificate of registration or airworthiness	0	0	0	<b>0</b>
Key personnel approval	0	0	0	<b>0</b>
Maintenance controller approval	0	0	0	<b>0</b>
Exemption	0	0	0	<b>0</b>
Freedom of information	0	0	0	<b>0</b>
Remote pilot licence	0	0	0	<b>0</b>
Other matters	1	0	0	<b>1</b>
<b>Total</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>8</b>

**Table B.10 Applications to the Federal Court for judicial review of CASA regulatory decisions, 2020–21 to 2022–23**

Matters	2020–21		2021–22		2022–23	
	Filed by subject person	Filed by CASA	Filed by subject person	Filed by CASA	Filed by subject person	Filed by CASA
<b>With the court</b>						
Applications on hand from the previous year	1	0	0	1	0	0
Applications filed during the year	1	1	1	1	0	0
<b>Total with the court</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Dealt with</b>						
Application granted	0	0	0	1	0	0
Matters dismissed	2	0	1	0	0	0
<b>Total dealt with</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Other</b>						
Proceedings discontinued	0	0	0	1	0	0
Applications on hand at 30 June	0	1	0	0	0	0
<b>Total other</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
Decisions arising from Administrative Appeals Tribunal decisions	0	1	0	1	0	0



**Table B.11 CASA's responses to coronial recommendations during 2022–23**

<b>Inquest</b>	Inquest into multiple deaths arising from the crash of Beechcraft B200 aircraft with registration mark VH-ZCR at Essendon Airport, Victoria on 21 February 2017.
<b>Date of coronial findings</b>	10 November 2022

No findings were made that were critical of CASA nor were CASA's actions found in any way to have caused the accident. The Coroner made four recommendations directed to CASA:

1. Consider redoubling emphasis of the essential nature of check-list discipline especially to older pilots perhaps as part of the increased obligations for more frequent Instrument Proficiency Checks (IPCs) borne by pilots older than 65.
2. Consider promulgating explicit directions to the effect that if a rudder trim tab function test is undertaken as a part of pre-flight check that subsequently and prior to take-off the position of the rudder trim tab be checked on more than one occasion.
3. Consider instigating a formal "audit trail" for Non-Compliance Notices (NCNs) and their acquittal.
4. Consider requiring pilots to have IPCs conducted by a variety of testers. The extent of variety of testers and time periods within which such variety is required may be best determined by CASA itself.

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**CASA's responses to these recommendations are set out below.****Recommendation (1)**

CASA acknowledges and accepts the potential benefits of this recommendation, noting that there is already a significant volume of material and literature for pilots regarding check-list discipline, in addition to the compulsory regulatory obligations imposed by way of operating manuals and aircraft manufacturer instructions.

In so far as this recommendation is directed at "older pilots" (being persons over the age of 65 years), CASA is presently in the process of reviewing appropriate means and methods for reinforcing the importance of check-list discipline in the context of learned behaviours, habits and psychological aspects for this cohort. CASA is also considering publishing an article in its *Flight Safety Australia magazine*, focussed on the Essendon Airport accident and other events where adherence to check-lists have been identified as an issue of critical safety. This follows earlier CASA educational articles designed to improve the awareness and understanding of checklists, including the following:

1. *Flight Safety Australia* 3 February 2020: Checklists: why and how | Flight Safety Australia Checklists: why and how | Flight Safety Australia
2. *Flight Safety Australia* 12 November 2018: One thing at a time: a brief history of the checklist One thing at a time: a brief history of the checklist | Flight Safety Australia

In addition, CASA published updated official guidance material in relation to the use of checklists, Advisory Circular AC 91-22 "Aircraft Checklists". This was timed to coincide with the new Civil Aviation Safety Regulations 1998 (Cth) (CASR) Part 61 (Flight Standards) which commenced on 2 December 2021. The Advisory Circular covers the legislative requirements for the Pilot in Command to operate an aircraft in compliance with the aircraft flight manual instructions, use of checklist, producing checklists, format, etc.

### **Table B.11 CASA's responses to coronial recommendations during 2022–23 (continued)**

The substantive content of the Advisory Circular was previously contained in the CASA Air Operator's Certificate (AOC) Manual, however, it is now expanded to cover both commercial and private operations.

From 2 March 2023, among other changes, all air transport operators will be required to place pilots under their "Training and Checking System". For an air transport operation involving Instrument Flight Rules (IFR) operation (equivalent to the accident pilot's AOC), pilots will be required to undergo a formal proficiency check flight twice a year.

The ongoing maintenance of pilots' proficiency comes under a joint responsibility between the operator's Head of Flying Operations and the Head of Training and Checking. Operators may choose to manage the proficiency of pilots older than 65 years through additional measures which may include additional checks or supervision.

CASA is also considering providing updated training material to instructors and examiners to include as part of their assessment process an emphasis upon check-list discipline.

#### **Recommendation (2)**

CASA assumes the intention of this recommendation is to alert a pilot to the risk posed by not ensuring the rudder trim tab is in the neutral position for take-off.

CASA considers that the implementation of such a requirement should be considered in the context of existing aircraft flight manual requirements and check-lists. A pilot is legally obliged to conduct the pre-flight inspection of the aircraft in accordance with the provisions of the flight manual for the relevant aircraft.

In the circumstances of this accident, the manufacturer check-list for the Beechcraft King Air B200 aircraft already required multiple checks of the rudder trim tab position before flight. Further, the pilot did undertake a "walk around" of the aircraft during which the position of the rudder trim tab should have been apparent.

Please find enclosed the manufacturer's checklist applicable to the accident aircraft VH-ZCR, serial number BB-1544. Of note, the checklist already lists and requires the following repeat trim tab checks during the phases prior to take-off:

- Preflight inspection – tab wheel positions (Page N-2, "Cabin/Cockpit item 5),
- Preflight inspection – tab deflection angles (Page N-6, "Tail items 3 and 5),
- Before takeoff (run-up) – tab wheel positions (Page N-11, item 8), and
- Before takeoff (final items) – tab wheel positions (Page N-12, item 8)

In light of the existing legal requirements, CASA agrees with the intent of this recommendation and respectfully considers that it is met by the existing operations manual obligations for the aircraft and the current guidance material and the proposed response to Recommendation.

CASA is also mindful not to seek to promulgate a further binding legal requirement relating to the conduct of trim tab checks which may distract from the completion of the existing checks prescribed by the manufacturer. In addition, CASA considers that there is a degree of overlap between this specific recommendation and the core aspects of Recommendation 1 in that the best results are likely to be achieved in conjunction with an effective education program designed to re-emphasise the need for check list discipline more generally, by reference to the instant accident.

### Recommendation (3)

The CASA Surveillance Manual (CSM) has been recently updated and includes detailed processes for the monitoring and follow up of Safety Findings (previously referred to as NCNs). The current version of the CSM (version 5.0) is enclosed for reference.

In particular, section 4.6.4 of the CSM (Surveillance Findings) includes the following note for surveillance staff:

Note: When conducting the post-surveillance review and analysis, if the surveillance team identifies repeated breaches of a similar nature from the review of previous surveillance events and the surveillance team is no longer satisfied that the authorisation holder is willing or able take remedial and corrective actions to address the breaches, the surveillance team, in conjunction with the Surveillance Manager must consider initiating the Coordinated Enforcement Process (CEP) in accordance with section of the Enforcement Manual. Writing Compliance Findings (Level 1 and 2 surveillance types).

CASA has in place an appropriate acquittal process for repeat findings and for consideration of whether repeated findings should trigger enforcement action where there is a lack of will or ability to acquit those findings on the part of the individual/operator.

CASA also now has greater visibility of open Safety Findings across the organisation than previously by reason of updated reporting systems, including Sky Sentinel (CASA's IT system for the issuing and recording of, among other things, Safety Findings by CASA surveillance officers) and the Enforcement and Investigations Case Management System (EICMS), which tracks all active enforcement matters referred under the Coordinated Enforcement Process (CEP). The CASA Enforcement Manual is currently under review and includes updated details of the CEP.

In addition to the above, open Safety Findings form part of the discussion at weekly Surveillance Managers' meeting. Open findings are tracked by status and issuing office, with the status classifications being as follows:

- Issued – the finding has been issued and CASA is awaiting the response
- Response received – the operator has replied, and the finding response is being assessed by CASA
- Objection received – the operator has objected to the Safety Finding and this is being assessed by CASA
- Extension of time – the operator has asked for, and been given, an extension to the required timeframe to respond
- Further evidence required – the operator has replied, and CASA have determined that further evidence is required to acquit the finding
- Verification required – the operator has replied, and CASA have determined that the action needs to be verified at the next on-site audit
- Action Plan – the operator has replied, and CASA have determined that an action plan is required to work with the operator to close out the findings.

At management meetings, the status of open Safety Findings are discussed generally, with a more specific and detailed discussion occurring for individual operators who demonstrate a potential lack of ability or willingness to close out findings satisfactorily. Such operators are then either subject to additional activity from the surveillance team, which may include correspondence from the National Manager, and if all surveillance options are exhausted, then a referral to enforcement is then made following the CEP process.

### **Table B.11 CASA's responses to coronial recommendations during 2022–23 (continued)**

CASA has implemented appropriate systems and processes to ensure that safety findings are appropriately tracked and monitored from the point of issue up until they are acquitted or referred for management through the CEP.

#### **Recommendation (4)**

CASA considers that while there may be potential benefits in requiring pilots to be assessed by a variety of testers over time, this recommendation is also subject to a number of potential limitations. For example, for certain types of more uncommon aircraft there may be only a very small pool of pilots and a smaller pool of testers who operate the aircraft.

The cost and expense of requiring a pilot to be tested by someone other than the usual tester may incur significant expense – particularly where the pilot may be situated in a remote location or the type of aircraft is not readily available.

It also needs to be considered that under the flight standards contained in Part 61 of the CASR and the corresponding Manual of Standards, there are prescribed syllabi for the conduct of testing and the regulatory philosophy is that such testing is standardised and outcomes based. That said, providing a pilot with exposure to someone other than their usual tester could assist the pilot in preparing for such testing as well as provide another opinion as to the pilot's competency more generally.

One notable regulatory development since this investigation is that, as noted above, commercial pilots will be required to be assessed under an organisation's check and training facility. This requirement is intended to ensure that pilots are subject to ongoing training and checking at regular intervals and that the organisation certifies them as competent. This additional requirement is likely to ensure that commercial pilots are exposed to competency assessment by a number of different check pilots.

# Appendix C: Annual report requirements

## Public Governance, Performance and Accountability Rule 2014 requirements

PGPA Rule reference	Part of report	Description	Requirement
17BE	<i>Contents of annual report</i>		
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, 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, mandatory
17BE(f)	Part 3	Particulars of non-compliance with: <ul style="list-style-type: none"> <li>(a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or</li> <li>(b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act</li> </ul>	If applicable, 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), 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, 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
17BE(k)	Part 3	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(ka)	Part 7	<p>Statistics on the entity's employees on an ongoing and non ongoing basis, including the following:</p> <ul style="list-style-type: none"> <li>(a) statistics on full-time employees;</li> <li>(b) statistics on part-time employees;</li> <li>(c) statistics on gender;</li> <li>(d) statistics on employee location</li> </ul>	Mandatory
17BE(l)	Page 5, 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), 17BE(o)	Part 5	<p>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):</p> <ul style="list-style-type: none"> <li>(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</li> <li>(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</li> </ul>	If applicable, 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, 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, mandatory

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>
17BE(r)	Part 5	Particulars of any reports on the entity given by: <ul style="list-style-type: none"> <li>(a) the Auditor General (other than a report under section 43 of the Act); or</li> <li>(b) a Parliamentary Committee; or</li> <li>(c) the Commonwealth Ombudsman; or</li> <li>(d) the Office of the Australian Information Commissioner</li> </ul>	If applicable, mandatory
17BE(s)	Not 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, 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, mandatory
17BE(taa)	Part 3	The following information about the audit committee for the entity: <ul style="list-style-type: none"> <li>(a) a direct electronic address of the charter determining the functions of the audit committee;</li> <li>(b) the name of each member of the audit committee;</li> <li>(c) the qualifications, knowledge, skills or experience of each member of the audit committee;</li> <li>(d) information about each member's attendance at meetings of the audit committee;</li> <li>(e) the remuneration of each member of the audit committee</li> </ul>	Mandatory
17BE(ta)	Part 7	Information about executive remuneration	Mandatory

## Reporting requirements

Legislative reference	Description	Part of report
<i>Public Governance, Performance and Accountability Act 2013, section 46</i>	Annual report for Commonwealth entities	Throughout
Public Governance, Performance and Accountability Rule 2014, Subdivision B	Annual reporting requirements for corporate Commonwealth entities	Throughout
<i>Civil Aviation Act 1988, section 49</i>	Ministerial directions and notices	Part 3
<i>Commonwealth Electoral Act 1918, section 311A</i>	Expenditure on advertising and market research	Part 5
<i>Environment Protection and Biodiversity Conservation Act 1999, section 516A</i>	Environmental matters	Part 5
<i>Work Health and Safety Act 2011, Schedule 2, Part 4</i>	Work health and safety matters	Part 4



# Abbreviations list

<b>AAM</b>	advanced air mobility	<b>eVTOL</b>	electric vertical take-off and landing
<b>AAT</b>	Administrative Appeals Tribunal	<b>FAA</b>	United States Federal Aviation Administration
<b>ADF</b>	Australian Defence Force	<b>FAA-APAC</b>	FAA – Asia-Pacific
<b>AICD</b>	Australian Institute of Company Directors	<b>FTE</b>	full-time equivalent
<b>AOD</b>	alcohol and other drugs	<b>GEN</b>	Gender Equity Network
<b>APP</b>	Australian Privacy Principles	<b>HSA</b>	Health Services Australia
<b>ASAM</b>	Australasian Society of Aerospace Medicine	<b>ICAO</b>	International Civil Aviation Organization
<b>ASAP</b>	Aviation Safety Advisory Panel	<b>ICC</b>	Industry Complaints Commissioner
<b>ASC</b>	Aviation Safety Committee	<b>kg CO2-e</b>	kilograms carbon dioxide equivalent emissions
<b>ASL</b>	average staffing level	<b>LAME</b>	licensed aircraft maintenance engineer
<b>ATPL</b>	air transport pilot licence	<b>MOS</b>	Manual of Standards
<b>ATSB</b>	Australian Transport Safety Bureau	<b>MRS</b>	medical records system
<b>Avalon 2023</b>	Australian International Airshow 2023	<b>NOP</b>	National Oversight Plan
<b>AvSEF</b>	Aviation State Engagement Forum	<b>NSP</b>	National Surveillance Plan
<b>BARC</b>	Board Audit and Risk Committee	<b>NSSP</b>	National Surveillance Selection Process
<b>BAU</b>	business as usual	<b>OCTA</b>	outside of controlled airspace
<b>BITRE</b>	Bureau of Transport and Research Economics	<b>OPC</b>	Office of Parliamentary Counsel
<b>BVLOS</b>	beyond visual line-of-sight	<b>PGPA Act</b>	Public Governance, Performance and Accountability Act 2013
<b>CASA</b>	Civil Aviation Safety Authority	<b>PGPA Rule</b>	Public Governance, Performance and Accountability Rule 2014
<b>CASR</b>	Civil Aviation Safety Regulations	<b>RAP</b>	Reconciliation Action Plan
<b>CATSIEN</b>	CASA Aboriginal and Torres Strait Islander Employee Network	<b>RPAS</b>	remotely piloted aircraft systems
<b>CDPP</b>	Commonwealth Director of Public Prosecutions	<b>STEMM</b>	science, technology, engineering, mathematics and medicine
<b>DAME</b>	designated aviation medical examiner	<b>UAV</b>	uncrewed aerial vehicle
<b>DFAT</b>	Department of Foreign Affairs and Trade	<b>VFR</b>	visual flight rules
<b>DGCA</b>	Indonesian Directorate General of Civil Aviation	<b>WHS</b>	work health and safety
<b>EASA</b>	European Union Aviation Safety Agency	<b>WHS Act</b>	Work Health and Safety Act 2011
<b>EPC</b>	examiner proficiency check		

# Index

## A

- Aboriginal and Torres Strait Islander employee network, 97, 103
- Aboriginal and Torres Strait Islander employees, 95; *see also* Indigenous Apprenticeships Program
- Aboriginal and Torres Strait Islander Student of the Year Award, 94
- accidents and incidents
  - aviation industry, trend data, 11, 31–32
  - employee, 102
- accountability reporting, 106–116
  - statistics, 174–186
  - see also* corporate governance
- accountable authority, Board as, 54
- Administrative Appeals Tribunal, 106
  - review of CASA decisions, 106, 180–181
- Administrative Appeals Tribunal Act 1975*, 106
- Administrative Decisions (Judicial Review) Act 1977*, 106
- administrative scrutiny, 106; *see also* Administrative Appeals Tribunal; Commonwealth Ombudsman; external scrutiny; Federal Court, judicial review of administrative decisions
- advanced air mobility technologies, 15, 41, 87, 88
- advertising and market research, 115–116
- Advisory Circulars, publication of, 10
- aerial work sector, accident and incident rate trends, 11, 31
- aerodrome statistics, 169
- agile work, transitioning to, 100
- Air Display Administration and Procedure Manual, 10
- Air Navigation Commission (ICAO), 86
- air operator statistics, 158
- air traffic management; *see* airspace administration
- air transport sector, accident and incident rate trends, 11, 31
- aircraft age, 166
- aircraft maintenance engineer scholarships, 24
- aircraft registration statistics, 165
- airline lounge memberships, Board declarations of, 79
- AirNav Indonesia, 50
- Airservices Australia, 31, 32, 46, 84, 88, 111
  - part of Aviation Policy Group, 4, 85
  - tripartite arrangement on ICAO participation, 86
- Airspace Act 2007*, 4, 27, 52, 53
- airspace administration, 4, 7, 27, 52; *see also* FlySafe, industry engagement forum
- airworthiness certification, international agreements on, 40, 86, 87
- airworthiness statistics, 164–169
- alcohol and other drugs program, 101
- analysis of performance, 27
- annual performance statement, 27–49
- annual report, awards for, 76
- annual report requirements, 187–190
- annual reporting obligations, 27, 52
- application processing, service delivery standards, 36–37, 42
- Asia/Pacific Air Navigation Planning and Implementation Regional Working Group, 41, 86
- Asia-Pacific region, engagement in, 10, 14, 41, 86, 88, 117–118
- Asia Pacific Regional Aviation Safety Team (ICAO), 86; *see also* Regional Aviation Safety Group (ICAO)
- Audit and Risk Committee (Board), 60–63
- Australasian Reporting Awards, 76
- Australia–New Zealand mutual recognition agreements, 52
- Australian Airports Association, 10
- Australian Airspace Policy Statement 2021, 53
- Australian Beechcraft Society, 89
- Australian Cybersecurity Centre, 46
- Australian Federal Police, 79
- Australian Government Protective Security Policy Framework, 46
- Australian Information Commissioner, investigation, 106–107
- Australian International Airshow, 14
- Australian Maritime Safety Authority, 46, 84, 88
- Australian National Audit Office, 106
  - independent audit report, 120–121
  - surveillance audit report, 42
- Australian Network on Disability Access and Inclusion Index, 92, 96

Australian Permanent Mission (ICAO), 86  
 Australian Privacy Principles, 106, 107  
 Australian Public Service employee census, response to, 63  
 Australian Transport Safety Bureau, 4, 31, 32, 42, 46, 52, 84, 88  
   MOU with, 85  
 Australian Women Pilots' Association, 90  
 Avalon Airshow, 14, 80  
 average staffing level, 92  
 aviation fuel excise revenue, 19, 20, 22; *see also* financial statements  
 aviation infringement notices, 44, 110, 172  
 aviation medicine  
   reforms, 17, 80  
   training, 10, 41, 82, 88, 104  
 Aviation Policy Group, 4, 85  
 Aviation Safety Advisory Panel, 34, 110  
   members, 84  
   technical working groups, 34, 84  
 Aviation Safety Committee, 31, 32, 43, 44, 77  
 aviation safety seminars, 41, 45, 82, 110  
 Aviation State Engagement Forum, 84  
*Aviation Transport Security Act 2004*, 52  
 AviationWorx training portal, 97  
 AvSafety seminars, 41, 45, 82, 110  
 awards, staff, 97–100

## B

balloons, safety regulations, 42  
 Beechcraft engineers, safety promotion, 89  
 bilateral aviation arrangements, 40, 41, 86, 87, 88; *see also* international engagement; regional cooperation  
 Board  
   as accountable authority, 54  
   committees, 60, 63, 65  
   membership, 54–59, 61–66  
   role and responsibilities, 54  
 Board Audit and Risk Committee  
   membership, 60–63  
   remuneration, 60  
 Bonza Airlines, 14, 80  
*Booklet 9: Safety management systems for Remotely Piloted Aircraft Systems*, 10  
 Brazil, 40, 118  
 budget estimates hearings, 106  
 Bureau of Infrastructure and Transport Research Economics, 31, 32  
 Bureau of Meteorology, 12, 46, 84, 88

## C

Canada, 40, 41, 87  
 capability management, employees, 49, 92; *see also* training and professional development, staff; workforce planning  
 Capital Management Plan, 22  
 CASA Abilities Network, 96  
 CASA Aboriginal and Torres Strait Islander Employee Network, 97, 103  
*CASA Annual Report 2021–22*, award for, 76  
 CASA Awards, 97–100  
*The CASA Briefing* (e-newsletter), 81, 82  
 CASA Consultation Hub, 34, 80–81  
*CASA Corporate Plan 2022–2023*, 6, 27, 38; *see also* corporate goals; corporate plan  
 CASA Enterprise Agreement 2016–19, 93  
 cash flow, 22; *see also* financial statements; financial summary  
 Chair of the Board  
   message from, 14–15  
   statement of preparation, 27  
 Chicago Convention, 86; *see also* International Civil Aviation Organization (ICAO)  
 Chief Executive Officer,  
   review by, 16–18  
*Civil Aviation Act 1988*, 43, 52, 78, 82  
   CASA functions under, 4, 27, 52, 112  
   employment of staff under, 93  
   establishment of Board, 54  
   external engagement obligations, 80, 86  
   notice of strategic direction under, 53  
   reporting obligations under, 27, 52  
 Civil Aviation Authority of Fiji, 10  
 Civil Aviation Authority of New Zealand, 10  
*Civil Aviation (Carriers' Liability) Act 1959*, 52, 112  
*Civil Aviation Legislation Amendment Act 1995*, 52  
 Civil Aviation Orders, 52  
 Civil Aviation Regulations 1988, 52  
 Civil Aviation Safety Authority of Papua New Guinea, 41  
 Civil Aviation Safety Regulations 1998, 52, 106  
   Part 43, 33, 48, 97  
   Part 61, 39, 106  
   Part 66, 24, 37  
   Part 91, 33  
   Part 101, 33  
   Part 103, 33  
   Part 105, 33  
   Part 119, 33  
   Part 121, 33, 42  
   Part 131, 33

- Part 133, 33
  - Part 135, 33
  - Part 137, 39
  - Part 138, 33, 39
  - Part 139, 4, 33
  - Civil Aviation Safety Regulations Part 149 Professional Development Program, 10
  - Code of Conduct, 78
  - Comcare, 100, 101, 102
  - Comcover, 112
  - Commonwealth Director of Public Prosecutions, 44, 79, 110
  - Commonwealth Electoral Act 1918*, 115
  - Commonwealth Fraud Control Framework, 79
  - Commonwealth Ombudsman, 77, 106
  - Commonwealth Procurement Rules, 115
  - Commonwealth Risk Management Policy, 76
  - community engagement, 14, 16, 18, 80–85
    - on regulatory framework, 33, 34 (*see also* external engagement)
  - complaints management, 107–109
  - compliance and assurance activities, 43–44; *see also* National Surveillance Program
  - conflict of interest mechanisms, 78–79
  - consultancy services, 115
  - consultation and feedback surveys, 34, 35, 80–81; *see also* CASA Consultation Hub
  - consultative forums; *see* Aviation Safety Advisory Panel; CASA Consultation Hub; industry consultation; stakeholder satisfaction survey
  - contact details, inside back cover
  - continuing airworthiness requirements, 33, 40, 86, 87
  - continuous improvement strategies, 34, 100, 112; *see also* Goal 3: Continuously improve organisational performance
  - Convention on International Civil Aviation, 86; *see also* International Civil Aviation Organization (ICAO)
  - coronial inquiries, 107
    - response to recommendations, 183–186
  - corporate goals, 28–29; *see also* Goal 1: Maintain and enhance a fair, effective and efficient aviation safety regulation system; Goal 2: Engage collaboratively with the wider aviation community to promote and support a positive safety culture; Goal 3: Continuously improve organisational performance
    - corporate governance, 52–79; *see also* Goal 3: Continuously improve organisational performance
    - corporate plan, 6, 33, 34, 53, 76, 110; *see also* *CASA Corporate Plan 2022–2023*; corporate goals
    - culturally and linguistically diverse staff, 95
    - culture, organisational, 92
    - cybersecurity measures, 46
- ## D
- Department of Defence, 46, 84
    - part of Aviation Policy Group, 4, 85
  - Department of Foreign Affairs and Trade, 10, 41, 88, 104
  - Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 46, 87, 88
    - part of Aviation Policy Group, 4, 85
    - tripartite arrangement on ICAO participation, 86
  - designated aviation medical examiner, regional training, 10, 104
  - digital services, 46, 47; *see also* myCASA portal
  - Director of Aviation Safety
    - appointment under Civil Aviation Act, 54
    - review by, 16–18
  - Director of Public Prosecutions, referrals to, 44, 79, 110
  - Directorate General of Civil Aviation Indonesia, 41, 50
  - Directors General of Civil Aviation Conference, 57th, 41
  - diversity champions, 96, 97
  - Diversity Council of Australia, 95
  - diversity, workforce, 95; *see also* workplace diversity and inclusion
  - drones, safety awareness material, 10, 81, 82, 83, 115; *see also* remotely piloted aircraft systems

## E

early intervention rehabilitation program, 102  
ecologically sustainable development report, 112–114  
education and awareness activities, 7, 16, 45–46, 81–83, 88, 115; *see also* aviation safety seminars; training and professional development, staff; workshops  
Effective Implementation score (ICAO Universal Safety Oversight Audit Program), 32  
eLearning modules, 79, 97, 101  
electric vertical take-off and landing vehicles, 15; *see also* advanced air mobility technologies  
emerging technologies, impact on operations, 15, 17, 87  
emissions reporting, 114  
employee assistance program, 101  
employee statistics, 4, 92–93, 174–175  
employment arrangements, 93  
Empowered Communities Jawun secondment program, 94–95  
enabling legislation, 52–53  
e-newsletters, 81–82  
energy use, organisational, 112, 113, 114  
enforceable voluntary undertakings, 111  
enforcement actions, 43–44, 110–111, 171–172  
enterprise agreement, 93  
entry control mechanisms, 38, 42  
*Environment Protection and Biodiversity Conservation Act 1999*, 112  
environmental sustainability report, 112–114  
Essential Eight compliance, 46  
European Union Aviation Safety Agency, 40, 118  
European Union Ramp Inspection Programme, 40  
Examiner Proficiency Checks, 23  
Executive Committee, 77  
executive leadership team, 69–75  
    remuneration, 176–177  
expenses, 6, 17, 19, 21; *see also* financial statements; financial summary  
external engagement, 80–88  
external scrutiny, 106–109, 180–186

## F

FAA – Asia-Pacific bilateral partners forum, 41, 88  
factors affecting performance, analysis, 31, 36, 43  
fatigue risk management, 48, 97, 118  
Federal Aviation Authority, United States, 39, 40, 41, 87, 88  
Federal Court, judicial review of administrative decisions, 106, 182  
57th Conference of Directors General of Civil Aviation, 41  
Fiji, 10, 104  
financial statements, 120–156  
    independent auditor’s report, 120–121  
financial summary, 6, 17, 19–22; *see also* financial statements  
flight crew licensing, 23  
    statistics, 160–161  
Flight Operations Panel (ICAO), 86  
flight operations regulations, transitioning, 16, 17, 33, 36, 81, 82, 111  
flight operations statistics, 158–159  
flight personnel statistics, 160–161  
*Flight Safety Australia* (magazine), 34, 81  
flying training sector, accident and incident rate trends, 11, 31  
FlySafe, industry engagement forum, 46, 84  
41st International Civil Aviation Organization Assembly, 40, 117–118  
foundation training program, 48  
fraud awareness training, 79  
fraud control, 79  
*Fraud Control and Integrity Plan 2022–2024*, 79  
*Freedom of Information Act 1982*, 111  
freedom of information reporting obligations, 111

## G

Gender Equity Network, 96  
general aviation sector, 23  
    accident and incident rate trends, 11, 31  
    measures to reduce regulatory burden, 10, 17, 23  
General Aviation Workplan, 10, 14, 17, 23

Goal 1: Maintain and enhance a fair, effective and efficient aviation safety regulation system, 6, 28, 38  
performance report, 39–44

Goal 2: Engage collaboratively with the wider aviation community to promote and support a positive safety culture, 6, 29, 38  
performance report, 44–46

Goal 3: Continuously improve organisational performance, 6, 29, 38  
performance report, 46–49

governance and accountability legislation, 52–53

governance committees, 77; *see also* Board governance, corporate, 52–79; *see also* Goal 3: Continuously improve organisational performance

GovID service, 47

greenhouse gas emissions, initiatives to reduce, 113, 114

Guidance Delivery Centre, 47, 110

## H

hazards, work health and safety, 100, 102

human resource management, 92–100

human resources analytics tool, development, 49

## I

ICT services, 46

incident and accident trends, aviation industry, 11, 31–32

inclusive language workshops, 95

income, 17, 19, 20, 22; *see also* financial statements; financial summary

indemnities and insurance, 112

independent audit report (ANAO), 120–121

Indigenous Apprenticeships Program, 49, 94, 103

Indigenous employees, 95; *see also* Indigenous Apprenticeships Program

Indonesia, 41, 50, 88

industry advisory panels; *see* Aviation Safety Advisory Panel

Industry Complaints Commissioner, 107–109

industry consultation, 14, 33, 34, 110; *see also* Aviation Safety Advisory Panel; CASA Consultation Hub; community engagement

influenza vaccination program, 101

Information Publication Scheme, 111

Information Security Manual and Essential Eight compliance, 46

*Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2022–23* (October 2022), 27, 30; *see also* Portfolio Budget Statements

Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, 6, 53

Innovate Reconciliation Action Plan 2021–2023, 92

inoperative staff, 92; *see also* employee statistics

insurance and indemnities, 112

interesting figures and activities in 2022–23, 8–10

internal audit arrangements, 76

International Civil Aviation Organization (ICAO), 18, 86  
CASA participation in panels and working groups, 40, 86  
41st assembly, 117–118

International Day Against Homophobia, Biphobia, Interphobia and Transphobia, 96

International Day of People with Disability, 96

international engagement, 40–41, 86–88; *see also* bilateral aviation arrangements; International Civil Aviation Organization (ICAO); regional cooperation

International Engagement Strategy, 41

*International Interests in Mobile Equipment (Cape Town Convention) Act 2013*, 52

International Women's Day, 50, 96

intragovernmental engagement, 85

## J

Jawun secondment program, 94–95

judicial reviews of decisions, 106, 182

*Judiciary Act 1903*, 106

## K

key management personnel, remuneration, 176–177

key performance areas and indicators, 28–29, 38

*Know Your Drone* (e-newsletter and safety campaign), 81, 82, 83, 115

Korea Office of Civil Aviation, 41

## L

leadership development, 96; *see also* manager orientation program  
learning management system, 48, 49, 101  
length of service awards, employee, 100  
letter of transmittal, 1  
LGBTIQA+ employee network, 96  
liability insurance, 112  
licensing statistics, 16, 158–163  
list of requirements, 187–190  
locations, staff, 174–175

## M

maintenance organisations statistics, 162  
maintenance personnel statistics, 162–163  
Major Programs Board, 77  
management and accountability statistics, 174–186  
manager orientation program, 76  
Manuals of Standards, 33, 52  
market research and advertising, 115–116  
mature age staff, 95  
medical certificates, 37, 161  
medical records system, enhancements, 47  
memorandum of understanding, 40, 41, 85, 88  
mental health training, 100  
merits reviews of decisions, 106, 180–181  
milestone awards, employee, 100  
Minister for Infrastructure, Transport, Regional Development and Local Government, 27, 53  
Ministerial directions, 53  
Minister's Statement of Expectations, 15, 17, 27, 53  
mission, organisational, 6  
*Modern Slavery Act 2018*, 52  
motor vehicle fleet, organisational, 113  
multilateral aviation arrangements, 86; *see also* bilateral aviation arrangements  
mutual recognition arrangements, international, 40, 52, 87, 118  
myCASA portal, 47, 49

## N

National Aviation Authority Network, 40, 87  
National Health and Safety Committee, 101  
National Oversight Plan, 34, 42, 43

National Reconciliation Week, 97  
National Runway Safety Group, 10  
National Surveillance Program, 42, 43  
National Surveillance Selection Process, 42  
net assets, 22; *see also* financial statements  
net result, 20–21; *see also* financial statements; financial summary  
New Zealand, 10, 40, 41, 87, 104  
    mutual recognition agreements with, 52  
    trilateral arrangement with, 41, 87  
non-compliance, management of, 43–44, 110–111  
non-compliance with finance law, 111  
*Non-controlled aerodromes: manage your risks* (seminar theme), 82  
non-English speaking background employees, 95  
notice of strategic direction, 53; *see also* Statement of Expectations, Minister's  
notifiable incidents, health and safety, 102

## O

objectives, portfolio, 28–29; *see also* corporate goals  
occupational health and safety; *see* work health and safety, employee  
office locations, 5  
Office of the Australian Information Commissioner, investigation, 106–107  
Ombudsman, Commonwealth, 77, 106  
One Model, human resource analytics tool, 49  
online learning modules, 79, 97, 101  
operating environment, organisational, 4  
operating statistics, 158–172  
operating surplus, 6, 17, 19; *see also* financial statements  
operational information, 110, 158–172  
Operations Working Group of the Remotely Piloted Aircraft Systems Panel (ICAO), 86  
operative staff, 92  
organisational structure, 66–67  
    changes to, 68  
orientation program, staff, 76, 78  
other highly paid staff, remuneration, 179  
*Our Way* (artwork), 92, 97  
outcome, portfolio, 6, 27  
overview, 13–24

## P

Pacific Aviation Medical Conference, 10, 104  
Pacific Aviation Safety Office, 41, 88, 118  
Pacific Aviation Support Program, 41, 88  
Pacific region, cooperation in, 10, 41, 88, 104  
Pacific Regional Aviation Strategy, 118  
Papua New Guinea – Australia Transport Support Program, 97  
Papua New Guinea, 10, 41, 88, 97, 104  
parliamentary accountability, 106  
*People and Culture Action Plan 2023–2024*, 100  
*People and Culture Strategy 2022–2027*, 92  
People and Culture Sub-Committee, 63–65  
people management, 92–100  
people with disability, 95; *see also* CASA Abilities Network  
performance criteria and targets, results against, 31–37; *see also* key performance areas and indicators  
performance framework, 27, 28–29  
Performance Management and Communication Scheme, 78  
performance measures, 6, 27, 39–49  
performance reports  
    analysis of performance, 27  
    Goal 1, 39–44  
    Goal 2, 44–46  
    Goal 3, 46–49  
    portfolio measures, 31–37  
Personnel Training and Licensing Panel (ICAO), 86  
plain English guides, 110  
Portfolio Additional Estimates Statements, 27  
Portfolio Budget Statements, 6  
    2022–23, 6, 27, 28, 30  
    2023–24, 19, 22  
portfolio objectives, 28–29  
portfolio outcome, 6, 28  
*Privacy Act 1988*, 106  
procurement, 115  
professional development program; *see* training and professional development, staff  
professional indemnity, 112  
*Prosecution Policy of the Commonwealth*, 44  
*Public Governance, Performance and Accountability Act 2013*, 52, 53, 76  
    Board responsibilities under, 54, 60, 78  
    reporting obligations under, 27, 52

Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017, 53

Public Governance, Performance and Accountability Rule 2014, 78  
    annual report requirements, 27, 111, 187–189

*Public Interest Disclosure Act 2013*, 77

public interest disclosure policy, 77  
public perceptions of CASA, survey, 35  
purchasing, 115  
purposes, agency, 27

## Q

questions on notice, 106

## R

Rainbow Skies, 96  
recognition and reward procedures, 97–100  
Reconciliation Action Plan, 92, 97  
recruitment, staff, 49  
Regional Aviation Safety Group (ICAO), 41, 86  
regional cooperation, 10, 41, 88, 104; *see also* international engagement  
regulator performance principles, 53, 110  
regulator performance framework, 110  
regulatory and technical training, 48, 49; *see also* training and professional development, staff  
regulatory oversight, transition to new operating model, 16, 36, 68  
regulatory philosophy, monitoring compliance with, 43–44  
*Regulatory wrap-up* (e-newsletter), 81, 82  
rehabilitation management procedures, 102  
related entity transactions, 111  
remote pilot licences  
    examination for, 10  
    statistics, 14, 159  
remotely piloted aircraft systems, 10  
    international cooperation on, 40  
    operator statistics, 14, 159  
    roadmap for, 10, 15, 17, 90  
    *see also* drones, safety awareness material  
Remotely Piloted Aircraft Systems and Advanced Air Mobility Strategic Regulatory Roadmap, 10, 15, 17, 90



- remuneration
  - Board Audit and Risk Committee, 60
  - key management personnel, 176–177
  - other highly paid employees, 179
  - senior managers, 178
  - workplace agreements, 93
- Resource Management Guide 128 – *Regulator Performance*, 53, 110
- responsible minister, 53
- retention, staff, 49; *see also* turnover, employee
- revenue, 6, 17, 19, 20, 22; *see also* financial statements
- risk-based regulatory framework, 39, 42, 111
- risk management policies, 76
- role and functions, organisational, 4, 7, 52
- rotorcraft sector, regulatory arrangements, 10, 23, 33
  
- S**
- Safe skies for all* (vision), 6, 13
- safety education and training programs; *see* education and awareness activities
- Safety management systems for Remotely Piloted Aircraft Systems* (booklet), 10
- safety promotion sponsorship program, 84, 89
- scholarships, 24
- self-service portal, 47, 49
- seminars and webinars, 82, 111; *see also* AvSafety seminars
- Senate Rural and Regional Affairs and Transport Legislation Committee, 106
- senior management, 68
  - remuneration, 178
- service delivery standards, 36–37, 42
- significant activities and changes, 111
- Sir Donald Anderson Awards, 90
- social media, 80
- Special Arrangements and Management Procedures, 87
- sponsorships and grants, 84–85, 89
- sport and recreational aviation, regulation standards, 10
- staff recruitment, 49
- staff statistics, 4, 92–93, 174–175
- staff training; *see* training and professional development, staff
- staff turnover, 94
  
- stakeholder engagement; *see* community engagement; external engagement; stakeholder satisfaction survey
- stakeholder satisfaction survey, 18, 35, 44, 80
- Standards and Recommended Practices (ICAO), 39, 40, 86
- Standards Development Procedure Manual, 39
- Standing Notice of Material Personal Interest (Board members), 79
- State Safety Program (Australia's), 32, 84, 85
- State Safety Programme Implementation Assessment (ICAO), 32, 86
- Statement of Expectations, Minister's, 15, 17, 27, 53
- Statement of Intent, 53
- statutory authority, CASA as, 4, 52, 53
- Stay OnTrack guides, 12
- strategic risk profile and appetite, 76
- Strategic Workforce Plan 2020–23, 49; *see also* workforce planning
- Stretch Reconciliation Action Plan, 92, 97
- structure, organisational, 66–67
  - changes to, 68
- succession planning, 49; *see also* workforce planning
- surveillance operations, 42–43
- surveys
  - consultation and feedback surveys, 34, 35, 80–81
  - stakeholder satisfaction, 18, 35, 44, 80
  - YouGov, 35
  
- T**
- Tonga, 10, 41, 88, 104
- training and professional development, staff, 48, 49, 97; *see also* eLearning modules
- training certificates, statistics, 170
- transfer of ownership processes, 47
- transmittal letter, 1
- Transport Canada Civil Aviation, MOU, 40
- Transport Safety Investigation Act 2003*, 52
- trilateral arrangement, with New Zealand and Canada, 41, 87
- tripartite arrangement on ICAO participation, 86
- turnover, employee, 94

## U

United Kingdom Civil Aviation Authority, bilateral agreement, 40, 87, 118  
United States, 40, 87; *see also* Federal Aviation Authority  
Universal Safety Oversight Audit Programme Continuous Monitoring Approach (ICAO), 32  
Universal Safety Oversight Audit Programme (ICAO), 32, 86  
unplanned absences, employee, 93–94

## V

Values, 5, 78  
Vanuatu, 10, 104  
vertiports, development of, 15, 82  
vision, organisational, 6, 13  
visual flight rules, guides, 12

## W

waste management, organisational, 112, 114  
Wear it Purple Day, 96  
webinars and seminars, 82, 111; *see also* AvSafety seminars  
wellbeing program, employee, 92, 101  
Wellness Hub, 100  
*What can I do next?* (e-newsletter), 81, 82  
WHS risk register, 102  
wildlife hazard management measures, 41, 88  
Women of Aviation Week, 96  
women in leadership mentoring program, Indonesia, 41, 88

Women in STEMM Leadership Summit, 50  
Words at Work workshops, 95  
*Work Health and Safety Act 2011*, 101, 102  
work health and safety, employee, 100–102  
workers compensation, 102  
workforce planning, 49, 92  
Workforce Strategy 2020–23, 49  
workplace agreements, 93  
workplace diversity and inclusion, 94–97

## Y

year ahead, 17–18  
YouGov (survey), 35  
*Your safety is in your hands* (e-newsletter and safety campaign), 45, 81, 82, 83, 115

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