



Australian Government
Civil Aviation Safety Authority

ANNUAL REPORT 2023–2024

Acknowledgement of country

The Civil Aviation Safety Authority (CASA) respectfully acknowledges the Traditional Custodians of the lands on which our offices are located and the places to which we travel for work. We also acknowledge the Traditional Custodians' continuing connection to land, water and community. We pay our respects to Elders, past and present.



OUR WAY, 2019

JAMES BABAN

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

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Letter to the Minister



Australian Government Civil Aviation Safety Authority

CHAIR – CASA BOARD

19 September 2024

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 2023–24

On behalf of the Civil Aviation Safety Authority (CASA), I present to you CASA's annual report for the reporting year 1 July 2023 to 30 June 2024, 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 on CASA's activities during the period, for presentation to the Parliament. The Report was reviewed by the Board and approved on 19 September 2024.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Mark Binskin'.

Air Chief Marshal (Ret'd) Mark Binskin AC

Chair
CASA Board

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

Contents

Introduction	4
Part 1: Overview	13
Message from the Chair of the Board	14
Review by the Chief Executive Officer and Director of Aviation Safety	16
Financial summary	19
Part 2: Annual performance statement	23
Statement of preparation	25
Purposes	25
Performance framework	25
Analysis of performance	27
Results	27
Part 3: Organisation	47
Corporate governance	48
External engagement	78
Part 4: People	91
People management	92
Work health and safety	102
Part 5: Accountability	107
External scrutiny	108
Regulator performance framework	111
Operational information	112
Enforcement actions	112
Compliance with finance law	112
Significant activities and changes	112
Freedom of information	113
Related entity transactions	113
Insurance and indemnities	113

Environmental sustainability	114
Emissions reporting	115
Procurement	118
Advertising	118

Part 6: Financial statements **121**

Independent auditor's report	122
Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Acting Chief Financial Officer	124
Statement of comprehensive income	125
Statement of financial position	126
Statement of changes in equity	127
Cash flow statement	128
Notes to and forming part of the financial statements	129

Part 7: Appendices **159**

Appendix A: Operating statistics	160
Appendix B: Management and accountability statistics	176
Appendix C: Annual report requirements	188
Appendix D: Correction of errors in the previous annual report	192

Abbreviations list **193**

Index **195**

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, within a regulatory framework established 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 aviation safety standards it promulgates. It also considers the differing risks associated with different aviation industry sectors and, to the extent practicable, ensures that the environment is protected from the effects of the operation and use of aircraft and associated activities. Under the *Civil Aviation Act 1988*, the safety of air navigation is 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 legislative obligations and the principles of our 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 (ATSB), the entities have different but complementary roles that collectively support Australia's safe and efficient aviation system.

At 30 June 2024, CASA had a direct regulatory relationship with:

- **30,981** pilots
- **16,475** registered aircraft
- **28,545** registered drones
- the holders of
 - **633** air operator certificates
 - **2,765** remotely piloted aircraft operator certificates
 - **35,002** remote pilot licences
 - **9,891** aircraft maintenance engineer licences
 - **562** maintenance organisation certificates
- **915** air traffic controllers
- **334** operators of certified or deemed certified aerodromes under the Part 139 (Aerodromes) transitional regulations.

People

CASA is committed to supporting a safe and inclusive workplace.

At 30 June 2024, CASA employed 834 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:

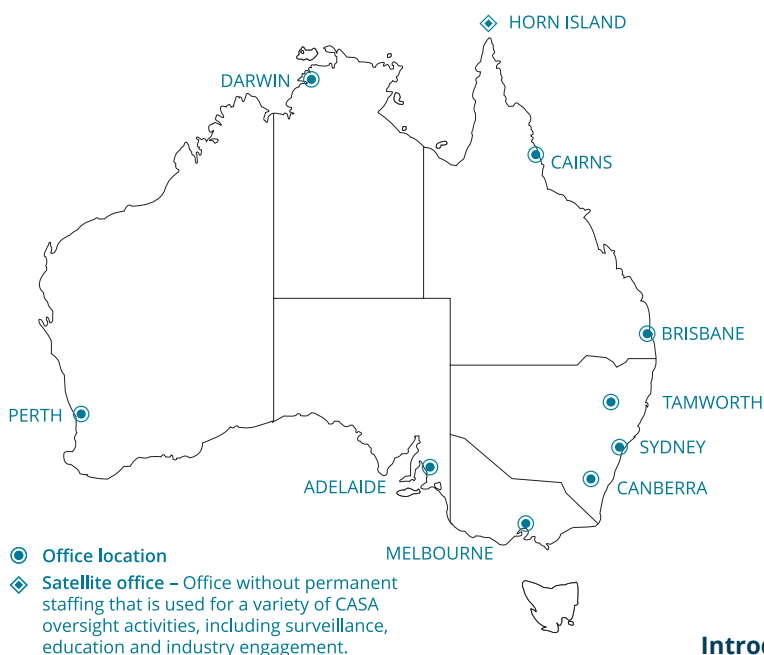
to engage with our peers, colleagues and the wider aviation community in a clear, concise and respectful manner at all times.



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 vision, mission and objectives of the *CASA Corporate Plan 2023–24*.

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.

Objectives

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 2023–24:

- CASA's portfolio budget statements set out 6 performance measures, with 7 planned performance results. Three of the performance results were achieved, 2 were not achieved and 2 were not able to be reported.
- CASA's corporate plan set out 6 key activities, with 10 performance measures and 12 targets. Eleven of the targets were achieved and 1 was not achieved.

Financial results

Key indicator	2022–23 (\$m)	2023–24 (\$m)	Change (%)	
Operating revenue	232.1	254.1	9.5	△
Operating expenses	215.1	227.1	5.6	△
Operating surplus (deficit)	17.0	27.0	58.8	△

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 sport 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 2023–24

Our reach



- **160** seminars and webinars and **537** onsite visits, reaching over **8,400** industry members
- **13** technical working groups (TWGs), **38** TWG meetings, and **102** industry members



- **12** additional digital services available through myCASA
- **70%** of myCASA inquiries commenced with myGovID and **33%** of transactions occurred outside business hours



- **7,160** aircraft operating under sport and recreational aviation organisations, and over **12,000** sport and recreation pilots
- **11,181** alcohol tests and **3,122** drugs tests performed by CASA



- **4,800** requests received and around **3,500** users of CASA's Guidance Delivery Centre
- **71,406** phone calls to CASA via 131 757, related to
 - **35%** aviation medicine
 - **29%** licensing and registration
 - **12%** other CASA areas
 - **10%** remotely piloted aircraft/drones
 - **8%** myCASA and the self-service portal
 - **5%** regulatory services and organisational approvals
 - **1%** safety



- **347,553** users and more than **2.3 million** page views of the *Know Your Drone* website
- **69,760** people took the *Know Your Drone* quiz
- **9,405** clicks on CASA-verified drone safety apps via the *Know Your Drone* website



- **41,583** email enquiries and requests (excluding applications) reviewed and actioned



- **70,937** applications received and processed in relation to licensing, registration, aviation medical certification, and other administrative and online services

- **431,470** unique views on CASA's homepage, www.casa.gov.au

- **277,861** views of the Australian Civil Aircraft Register through the CASA website

- **83%** of pilots reached by the *Your safety is in your hands* campaign – **63%** of pilots who saw the campaign did something differently as a result

- **58,612** users and over **78,652** page views of the CASA Pilot Safety Hub



- **52%** of visitors to our website used mobile phones
44% used desktops
4% used tablets



- **18,597** views of CASA Pilot Safety Hub videos



- **3,809** orders placed and **88,875** items despatched through our online store

- **2,269** page views for CASA's most popular video, *Crash comic – partial panel peril*



- Close to **500** clicks each for CASA's online aerodrome maps and AvSafety seminars

- Nearly **450** clicks for AvSafety information cards

Our approvals

Rockets



- **1** approval for a high-powered rocket launch in South Australia

- **3** area approvals for other rocket launches – 2 in New South Wales and 1 in Queensland

Balloons



- **1** approval of heavy uncrewed balloon flight over Australian territory

Kites



- **1** approval of a large tethered kite with scientific payload to observe a solar eclipse in Western Australia

Interesting activities in 2023–24

Modular licensing for maintenance engineers

In December 2023, CASA updated the Manual of Standards (MOS) for Part 66 of the Civil Aviation Safety Regulations (CASR) to allow for modular aircraft maintenance engineer licences.

This change offers flexibility to industry and mechanics pursuing licensing. Applicants can now select specific licence modules, receive initial licences sooner (with exemptions for incomplete modules), and progressively expand their licence scope based on experience and industry demands.

Modular licences aim to alleviate the shortage of licensed aircraft maintenance engineers by simplifying licence acquisition or re-entry into the profession after extended breaks, and to facilitate foreign licence holders seeking Australian qualifications.

International cooperation

Through the Indonesia Transport Safety Assistance Package, CASA collaborated closely with the Indonesian Directorate General of Civil Aviation on oversight of foreign air transport operators. Reciprocal visits to Perth and Denpasar facilitated comprehensive discussions on Australian and Indonesian surveillance and entry control processes, enhancing cooperation and understanding of the European Union Aviation Safety Agency's Safety Assessment of Foreign Aircraft Programme.

CASA worked with Pacific regulators to assist them to increase staff capability and meet ICAO training standards. This included extending access to CASA's learning management system for initial and foundational training in Tonga, Solomon Islands and Papua New Guinea. Funding was supported by the Papua New Guinea – Australia Transport Sector Support Program and Department of Foreign Affairs and Trade grants aimed at enhancing aviation regulatory oversight in the Pacific.

Regulatory developments

CASA's regulatory reform work has continued, with the finalisation of the proposed Part 43 of CASR for private and aerial work aircraft airworthiness by the Office of Parliamentary Counsel. Development of supporting material in consultation with industry has also been progressed.

Following extensive industry consultation, CASA issued MOSs under CASR Parts 105 (Parachuting from aircraft) and 131 (Balloons and hot air airships), providing a modern framework for safe parachuting and ballooning activities.

Additionally, CASA published 5 advisory circulars supporting airport safety. The circulars were positively received by stakeholders, including the National Runway Safety Group.

RPAS and AAM operations

In December 2023, CASA's Automated Airspace Authorisation Trial was expanded to include Sydney Airport and Sydney Harbour. This trial has significantly reduced time and cost burdens for drone operators, who can receive immediate approval to operate in shared airspace.

In February 2024, CASA accepted an invitation from the United States of America's Federal Aviation Administration (FAA) to take part in validation of Joby Aviation's JAS4-1 electric vertical take-off and landing (eVTOL) aircraft.

This marks CASA's first participation in certifying an aircraft with another authority using cutting-edge technology. This project positions CASA at the forefront of advanced air mobility (AAM) certification and enhances our readiness to support eVTOL AAM operations in Australia.

In March 2024, CASA unveiled its Operations Over and Near People Policy, offering new avenues for drone operators in populous areas. This policy reflects leading international risk assessment methods for uncrewed aircraft. It demonstrates a practical, risk-focused approach

to regulatory approvals for remotely piloted aircraft systems (RPAS).

CASA collaborated with law enforcement agencies to address shared policing challenges. Permissions were developed to provide effective, efficient and safe solutions. These efforts underscore CASA's commitment to educating operators and enhancing sector capabilities.

Also in March 2024, CASA commenced a review of the RPAS and AAM Strategic Regulatory Roadmap (2022). CASA met with 85 industry representatives in June 2024 and continues to work with industry representatives to deliver a co-designed updated roadmap before the end of 2024.



Aviation accidents and incidents

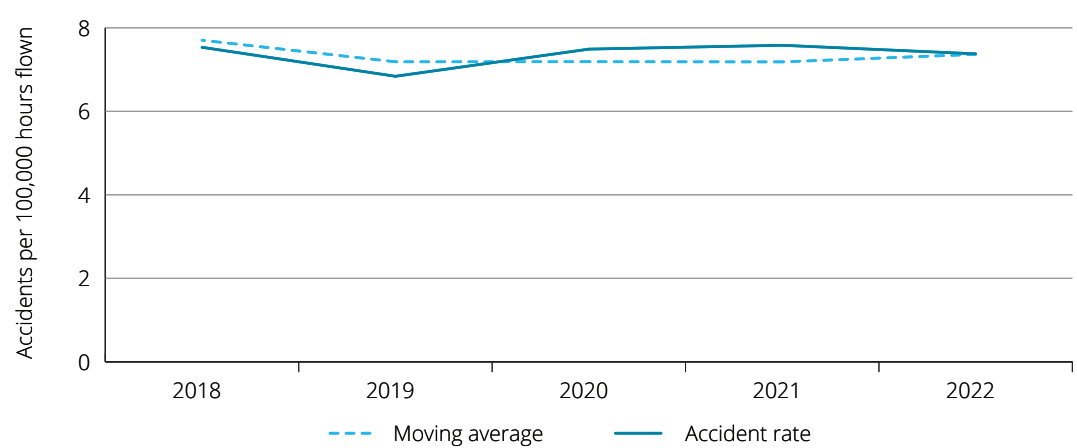
CASA conducts routine quantitative sector accident analysis to identify and monitor aviation safety risks and trends. This analysis uses various data sources such as Airservices Australia, the Australian Transport Safety Bureau (ATSB) and the Bureau of Infrastructure and Transport Research Economics (BITRE) and is oversighted by CASA's Aviation Safety Committee (ASC).

Where possible, this analysis uses aircraft movements to determine an accident rate (consistent with international best practice). Where movements are not available for a given sector, and to ensure the timely availability of safety information, the ASC analysis resorts to a count.

At the time of reporting, the data associated with accident and incident rates per 100,000 flying hours was not available. However, CASA has determined that there is no immediate risk to aviation safety in Australia and that the number of actual accidents and incidents does not require significant changes to mitigation practices.

The overall accident rate remained constant for the period 2018 to 2022, inclusive (Figure 1). Individual sectors had varying accident rates, with aerial work showing a long-term increasing trend in accident rate. Air transport, flying training, and general aviation all have decreasing long-term trends. There were 208 accidents in 2022, which is a return to the levels seen before COVID-19.

Figure 1. Overall industry accident trend



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

Note: Accident rates are calculated by calendar year due to the activity data being collected by the Bureau of Infrastructure and Transport Research Economics (BITRE) on a calendar-year basis through an annual survey.

At the time of writing the activity data for the 2023 calendar year was not available.

Both fatal and non-fatal accidents are included in the accident rate calculation.

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

Aviation can be extremely satisfying, it can also be very unforgiving, but there's no doubt our industry is best served when we work together to address mutual challenges.

This will continue to be the case as the industry looks at the likelihood of new entrants into the market and advances in technology.

Making sure we have a culture across industry, CASA and government that is open minded in how we address challenges and is willing to embrace collaboration was a high priority for the CASA Board in 2023–24.

When I was first appointed to the Board, I said that I wanted CASA to be a regulator that is trusted and respected. Encouraging efforts to further develop mutual understanding, transparency, consistency and clarity therefore remains a key focus for us.

Engaging with people and businesses around the country that are impacted by CASA's policies and decisions provides important insight that allows us to consider how the authority can address nationwide challenges. It also gives us an opportunity to assess the state of the relationship between CASA and industry.

In the 3 years since I took up the position of CASA Board Chair, I have been pleased to observe the relationship develop and evolve into one of greater mutual trust, understanding and respect. There is, of course, always room for further improvement.

Our continued focus on industry engagement in 2023–24 saw Board meetings in Canberra, Hobart, Sydney, Brisbane and Adelaide. At the same time, we hosted industry events where local aviation community members could meet the Board and discuss issues they wished to raise. Board meetings were complemented by visits to businesses and organisations where we met some extremely talented and dedicated individuals and gained a useful and fascinating insight into the Australian aviation community's diversity and innovation.

In 2023–24 we met with more than 50 operators, organisations and members of the aviation community, either through site visits or at receptions. Visits ranged from the Australian Antarctic Division to Airservices Australia, LifeFlight, and the Royal Flying Doctor Service.

The Board takes its governance responsibilities seriously and last year we looked at how Board members interact with organisations during these visits, by commissioning a report from CASA's Industry Complaints Commissioner. The report found no substantive issues, but we adopted recommendations to further improve the process, including publishing our governance arrangements so that we too are being as transparent as we expect of CASA staff.

During our Board engagement activities, it was clear that conditions are still tough for many people. However, we still saw growth in Australian domestic and international passenger numbers over the financial year.

We entered the second half of 2023–24 with more than 60 international airlines servicing Australia and big jumps in international passenger movements.

Safety is a common goal across the global aviation community, and it was pleasing to see CASA interacting with other national aviation authorities on the world stage in 2023–24. This included collaboration with counterparts in the Asia-Pacific, including several Pacific Islands states and Indonesia, as part of CASA's mission to improve regional aviation safety.

This was in addition to supporting the work of the International Civil Aviation Organization (ICAO) by participating in working groups, panels, task forces and study groups. The Board observed CASA staff putting an enormous effort into responding to an ICAO audit in the first half of 2023–24 – the focus of which is about ensuring international aviation is safe and effective.

The Board contributed to regional relations through a meeting with the Chair of the Board of the Civil Aviation Authority of New Zealand (CAA NZ), Janice Frederic, and the Chief Executive and Director of Civil Aviation of the CAA NZ, Keith Manch. This was a useful meeting that allowed us to discuss several challenges of mutual interest as we look to the future.

Whether overseas or in Australia, safety remains CASA's primary driver. It underpins its regulatory philosophy and is central to every discussion we have as a Board. Safety improvements we've observed CASA implement over the last year have been coming for some time and are a major step-change for the broader industry.

This has included a boost from rules requiring that a broader range of aircraft be fitted with terrain awareness warning systems, and the ongoing transition to the flight operations regulations. More robust safety management systems, wider use of training and checking systems, and better human factors also contribute to a safer aviation environment.

The Board also continued our focus on implementing the Minister's Statement of Expectations and supported reforms to address the shortage of licensed engineers, improve service delivery, and address unnecessary cost burdens in general aviation.

We also supported CASA management's approach to future and emerging technologies, including moves to ensure its workforce and organisational culture meets the needs of a modern regulator. This is part of a move by the Board to take a strategic, longer-term approach to CASA's future. We know that, as an industry,

technological change is coming, and we all need to be ready.

Aviation is constantly evolving, and boards change to meet the challenges of the day. CASA is no exception. There were several Board changes during the financial year, starting with the appointment of Dr Tarryn Kille, a professional pilot and flight instructor with extensive experience in aviation research, and Adrian Verkerk, an industry veteran with more than 30 years of experience in high-capacity airline operations.

We also saw existing Board member Elizabeth Hallet appointed as CASA's first Deputy Chair in recent history, a move that will allow us to further benefit from her 4 decades of experience in the law, corporate governance, risk management and strategy development.

I would like to thank outgoing Board members for their service and extend my personal thanks to my other Board colleagues for their work during the year. I am also pleased to have the privilege of continuing as Chair for another 3 years.

On behalf of the Board, I'd like to thank all CASA employees and management for their hard work during 2023–24. There is a perception that CASA has thousands of people in its ranks when in fact it has a dedicated permanent workforce of about 830. They again worked hard to deliver ongoing safety improvements while keeping abreast of emerging aviation trends.

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, consisting of a stylized 'M' followed by a long horizontal stroke.

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

Review by the Chief Executive Officer and Director of Aviation Safety

We began 2023–24 with an ambitious agenda and clear organisational priorities to support safety across the aviation community. These included settling transition timelines for the deferred provisions for the flight operations regulations and progressing outstanding rules relating to maintenance, ballooning, parachuting, and sport and recreational aviation. We also committed to ongoing aviation medical reform, helping to address aviation maintenance engineer shortages, all of which are initiatives set out in our General Aviation Workplan, and supporting the introduction and regulation of emerging technologies. We made good progress in all these areas.

As always, ensuring that CASA remains a healthy and safe workplace for our people was an ongoing priority – as was preparing ourselves for an external check-up. All transparent and accountable organisations can benefit from independent scrutiny, and it was our turn when ICAO visited Australia in the second half of 2023. ICAO representatives worked closely with CASA and our partner agencies to assess Australia's capability in implementing the critical elements of a safety oversight system. The audit reaffirmed Australia's effective system, but also identified areas where we could benefit from closer alignment with ICAO standards and practices.

In February 2024, following extensive industry consultation, we introduced a new Class 5 medical scheme, allowing recreational and private pilots to fly small aircraft with up to one passenger after self-assessing and self-declaring their fitness. As of 30 June 2024, we've seen 516 people certified via the Class 5 medical scheme, and we expect the numbers to grow over time. We are monitoring closely and conducting random assessments to make sure the scheme is operating as intended.

We also introduced a new scheme for aspiring licensed aircraft maintenance engineers. The scheme enables people to obtain an initial licence and get into the workforce sooner than they could previously. As they undertake training and build their skills over time, the work they are authorised to perform expands – ultimately leading to a full licence. To further address the shortage of skilled workers, we're now streamlining the process to recognise more foreign licensed aircraft maintenance engineers keen to work in Australia. Additionally, we awarded scholarships to 4 aspiring aircraft maintenance engineers this year as part of our annual program.

Supporting people and organisations to focus on safety is an integral part of what we do. Along with our maintenance scholarships, this year we offered another 3 safety manager scholarships and also supported individuals and organisations to deliver local safety education activities. We also conducted 160 aviation safety seminars and webinars and saw strong engagement with our targeted pilot safety campaign, reaching 83% of all licensed pilots.

We continued to actively interact with the aviation community as we assessed new entrants to the industry, delivered regulatory services, and conducted surveillance to ensure that the Australian aviation system remains among the safest in the world. We overwhelmingly find that where our audit and surveillance program identifies safety issues, organisations and individuals respond quickly to make improvements. But we do reach for strong enforcement action where we find serious, wilful or repeated disregard for aviation safety rules and we took action against authorisation and non-authorisation holders over the year where warranted.

While traditional aviation remains robust, emerging technologies are changing the landscape. This year we saw a significant shift in demographics, with remote pilot licence holders (35,002) overtaking traditional pilots (30,981) for the first time. While this is not a like-for-like comparison, it does highlight the fact that the integration of traditional and uncrewed aircraft operations is something we can't ignore. To support movements in advanced air mobility, this year we also released a new guide to vertiport design.

Genuine engagement with industry is vital to us and we've worked hard to improve the way we undertake consultation. In the last 12 months our Aviation Safety Advisory Panel (ASAP) formed 13 technical working groups and held 38 technical working group meetings. These representative groups contributed considerable insight and perspectives as we adapted the flight operations regulations transition timelines, continued medical reforms, worked on the new modular licence, and implemented other important initiatives such as changes to our colour vision deficiency policy. In June 2024, we bade farewell to our inaugural ASAP Chair, Professor Patrick Murray AM – who, from its inception, played a vital role in steering the panel – and welcomed Andrew Andersen into the role.

We're also working hard to improve our regulatory service delivery. We've made significant progress in some areas and have seen this upward trajectory continue throughout 2023–24. As an example, we started 2023–24 with 2,431 aviation medical applications alone, processed 24,996 over the year and finished with 1,858 in our queues (noting these figures can also include complex cases that require more time to assess). Over the next 12 months, we'll be applying the same approach we used

to streamline processing and improved delivery times in our Client Services Centre to reduce backlogs in other regulatory services areas.

To provide greater transparency on how we're tracking, we'll also be publishing a new service delivery dashboard on our website. This dashboard will give people a better understanding of how long it typically takes us to process applications, allowing them to plan accordingly and make informed decisions.

Financial result

CASA recorded an operating surplus of \$27.0 million in 2023–24, compared to a \$17.0 million surplus in 2022–23.

The difference of \$10.0 million reflects the overall result of an increase in income of \$22.0 million and an increase in expenses of \$12.0 million.

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

The 2024–25 portfolio budget statements tabled in Parliament show a (\$29.6¹) million deficit position projected for CASA for the next financial year. We are able to fulfill our financial obligations by drawing on our cash reserves, which we have accumulated after several years of achieving an operating surplus.

As we move into 2024–25, we'll be working closely with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to address any outcomes of the Australian Transport Safety and Investigation Bodies Financial Sustainability Review as they arise.

¹ figures in brackets represent deficits

Performance results

CASA finished 2023–24 having achieved 14 of the 19 targets it set in the portfolio budget statements and corporate plan. We did not achieve 3 targets and 2 targets were unable to be reported due to data being unavailable at the time of reporting.

Where we did not fully meet our targets, our progress was significant. Processes are in place to strengthen our performance through 2024–25 and alleviate some issues we experienced relating to how we report against specific targets.

Full results are in the annual performance statements in Part 2 of this report.

The year ahead

Our Minister's Statement of Expectations clearly sets out a range of issues to focus on from 2023 to 2025.

Over the next 12 months, our organisational priorities included are:

- further achieving the safety objectives of the new flight operations regulations
- embedding risk-based surveillance through our National Oversight Plan
- continuing work to improve our core regulatory service delivery
- implementing our strategic workforce plan and quality assurance framework
- addressing other government priorities, including the General Aviation Workplan, industry skilled-worker shortages and emerging technologies.

Ultimately, we remain focused on the 2 things that matter most to us: our people, and our purposes. We strive, always, to be an organisation of people who are supported and empowered to do their best for the aviation community, the public, our stakeholders and each other.



A handwritten signature in blue ink, appearing to read 'Pip Spence'.

Pip Spence PSM
Chief Executive Officer
Director of Aviation Safety

Financial summary

CASA recorded an operating surplus of \$27.0 million in 2023–24, compared to a \$17.0 million surplus in 2022–23.

The difference of \$10.0 million reflects an increase of \$22.0 million in income and a \$12.0 million increase in expenses.

The increase in income was primarily due to an increase in revenue received from the Government and improved aviation fuel excise.

The increase in expenses was primarily due to an increase in supplier and other expenses.

In 2023–24, CASA's operating result was \$1.9 million more favourable than the estimate published in the 2024–25 Portfolio Budget Statements. The actual result was a surplus of \$27.0 million, compared to an estimated surplus of \$25.1 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 from 2023–24 with 2022–23 actual results and 2023–24 budgeted results (\$m)

	Actual 2023–24	Actual 2022–23	Variance	Actual 2023–24	Estimated actual 2023–24 ^a	Variance
Income	254.1	232.1	22.0 Δ	254.1	249.9	4.2 Δ
Expenses	227.1	215.1	12.0 Δ	227.1	224.8	2.3 Δ
Surplus/ (Deficit)	27.0	17.0	10.0 Δ	27.0	25.1	1.9 Δ

^a Budget figures are 2023–24 estimated actuals based on the figures published in the 2024–25 Portfolio Budget Statements.

Net result

Income

The increased income reflects improvements in aviation fuel excise as well as supplementary funding from the Government to offset anticipated reductions in aviation fuel excise which did not eventuate.

Figure 2 shows the change in income from 2022–23 to 2023–24 and compares actual results to budget estimates for 2023–24.

In 2023–24, approximately 43% of CASA's income was from government appropriations (39% in 2022–23) and 50% was from aviation fuel excise (52% in 2022–23).

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

Figure 2. Actual revenue for 2022–23 and actual and budgeted results for 2023–24

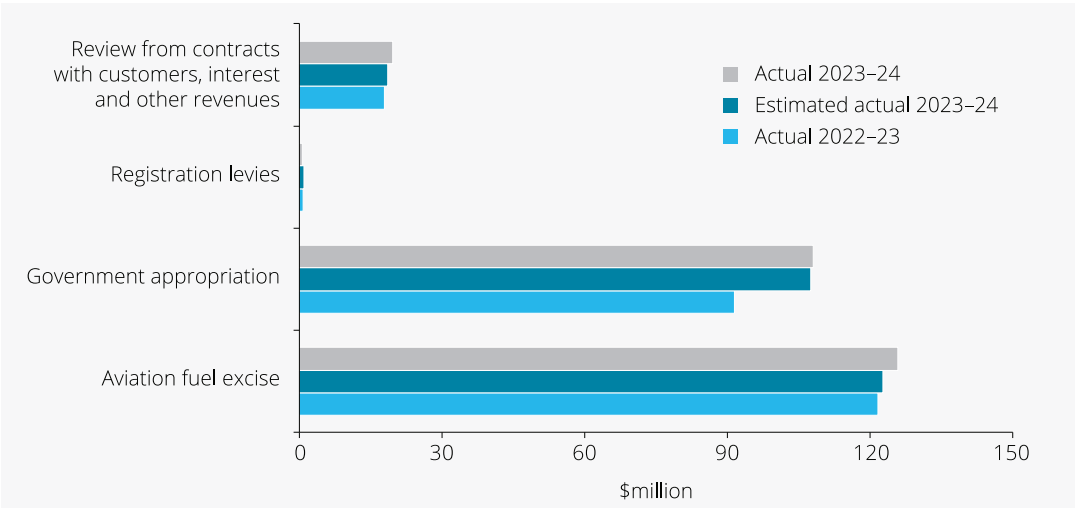
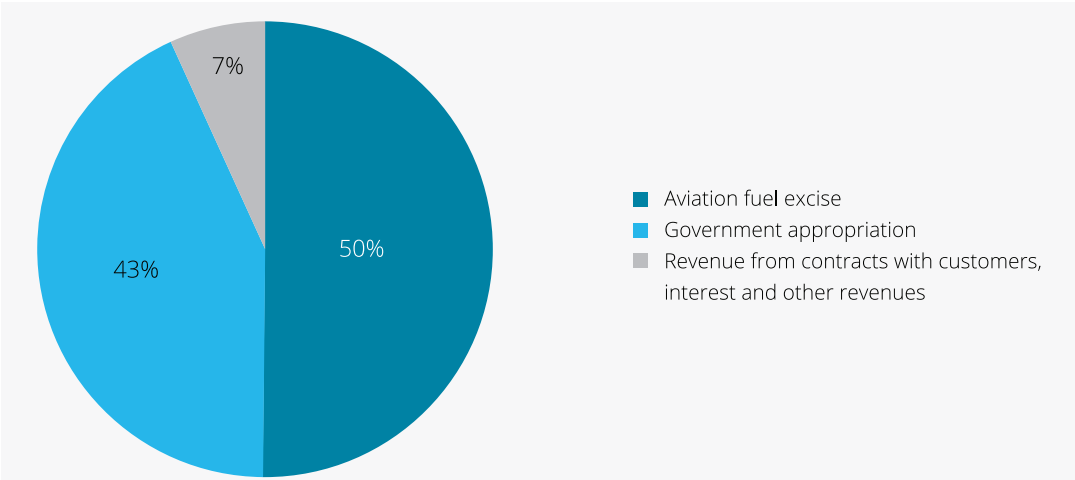


Figure 3. Sources of revenue, 2023–24



Expenses

Total expenses increased by \$12.0 million in 2023–24 compared to 2022–23. This was primarily attributable to an increase in supplier and other expenses.

The increase in consultancies, contracted services and IT is the primary reason for the increase in supplier expenses.

Figure 4 shows the change in expenses from 2022–23 to 2023–24 and compares actual results to budget estimates.

In 2023–24, CASA spent approximately 63% of total expenditure on employee costs (66% in 2022–23) and approximately 28% on suppliers (24% in 2022–23). The remainder comprised depreciation and amortisation expenses (see Figure 5).

Figure 4. Actual expenses for 2022–23 and actual and budgeted results for 2023–24

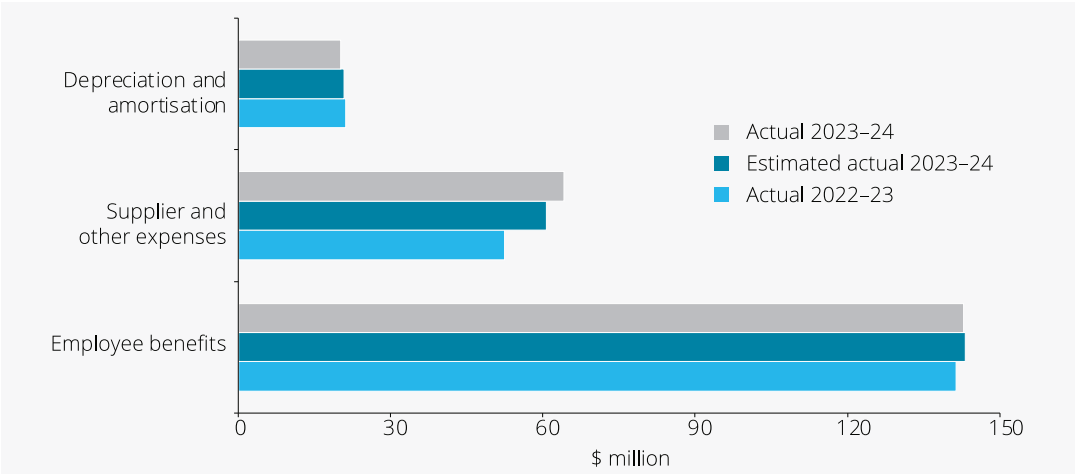
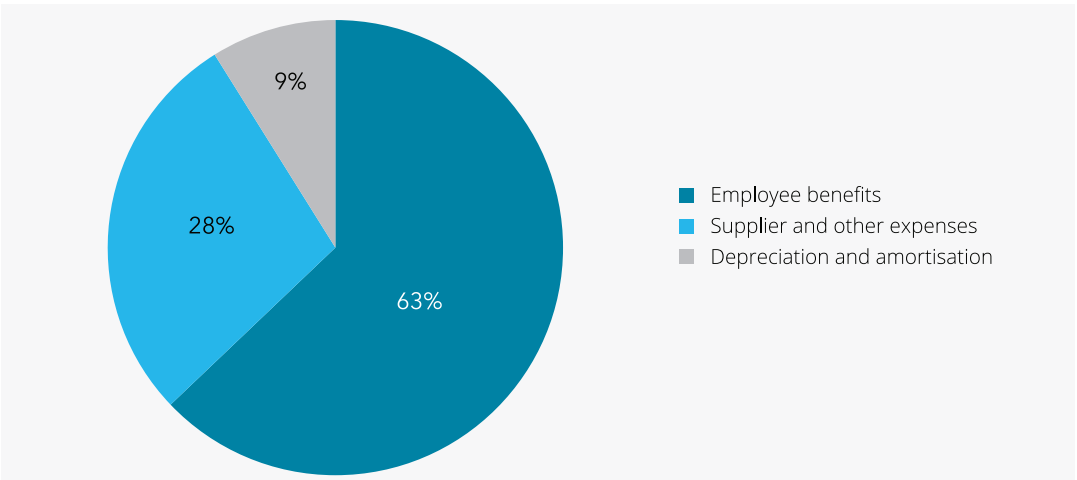


Figure 5. Expenditure, 2023–24



Cash flow

CASA's cash balance (including short-term investments) at 30 June 2024 was \$136.5 million (\$103.8 million in 2022–23). The increase in the cash balance was represented by net cash received from operating activities of \$47.1 million (\$43.2 million in 2022–23). A decrease of \$6.2 million in net cash used by investing activities (property, plant and equipment and intangibles) to \$7.3 million (\$13.5 million in 2022–23), plus a decrease of \$1.2 million to \$7.1 million cash used in financing activities (leased buildings and equipment) contributed to a net increase of \$32.7 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 \$27.0 million in 2023–24.

Financial outlook

The details below are taken from the 2024–25 Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements.

Since the original 2023–24 budget there has been an improvement in fuel excise collection, which has been reflected in 2024–25 and across the forward estimates.

CASA is budgeting for a (\$29.6) million operating deficit in 2024–25 and deficits across the forward estimates of (\$14.7) million in 2025–26, (\$20.5) million in 2026–27 and (\$16.7) million in 2027–28.

CASA's total forecast income for 2024–25 is \$187.9 million, derived as follows:

- \$41.5 million from government appropriations
- \$128.0 million from the aviation industry through the collection of excise revenue on aviation fuel sold for domestic air travel
- \$13.5 million from regulatory service fees plus other revenue from industry
- \$1.0 million from the drone levy
- \$3.9 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 \$50 million in 2024–25 and the forward years. As published in the Portfolio Budget Statements, appropriation revenue is expected to remain consistent between financial years as a result of the Australian Airline Financial Relief Package having ceased in 2023–24. There is an expected reduction of cash from interest revenue due to anticipated operating losses. Aviation fuel excise is expected to increase by 0.8% in 2025–26 with expected increases in 2026–27 and 2027–28 of 2.7% and 2.9% respectively.

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	25
• Purposes	25
• Performance framework	25
• Analysis of performance	27
• Results	27



Image: Jacob Lund – stock.adobe.com

Statement of preparation

I, on behalf of the Board of the Civil Aviation Safety Authority, present the 2023–24 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

19 September 2024

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(2) 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:

- pages 266 to 268 of the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2023–24* (May 2023)
- pages 30 to 33 of the *CASA Corporate Plan 2023–24*.

No additional performance measures were identified for CASA in portfolio additional estimates statements or other portfolio statements in 2023–24.

Table 2 provides an overview of alignment of our portfolio and corporate objectives.

Table 2. Alignment of portfolio budget statements and corporate plan objectives

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



Analysis of performance

Our performance measures combine a mix of effectiveness, output and efficiency targets to assess how our key activities support our functions and the achievement of our purposes. All performance targets are weighted equally. Where a performance measure has more than one target, achievement is addressed against each target.

As outlined in the 2023–24 portfolio budget statements and CASA's 2023–24 corporate plan, CASA achieves our purposes through 3 objectives which are supported by 6 key activities that describe CASA's critical functions and processes. CASA demonstrates achievement using 16 performance measures and 19 targets.

In 2023–24, CASA achieved 14 targets (74%), while 3 targets (16%) were not fully achieved and 2 (10%) were unable to be reported due to data being unavailable at the time of reporting.

The results in 2023–24 represent a steady performance outcome. For each of the 3 targets that we did not achieve, strong progress was made and there is a program of work underway to address the issues preventing CASA from achieving the target. CASA has also reviewed its measures, particularly in relation to the unreportable target and dependence on third-party data. In 2024–25, we will align the reporting of aviation accidents and incidents to more reliable and repeatable reporting mechanisms, through the National Aviation Safety Plan.

Results

The information on pages 28 to 44 describes CASA's performance in achieving its objectives in 2023–24, as demonstrated by the results CASA achieved against its portfolio and corporate performance measures.

Performance measures

This section provides details and analysis of CASA's results against the performance measures and expected performance results set out for CASA on pages 267 to 268 of the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2023–24*.

Performance measure: Number of accidents per hours flown by industry sector

Target	Status
Reducing trend.	– Data not available

CASA conducts routine quantitative sector accident analysis to identify and monitor aviation safety risks and trends. This analysis uses various data sources such as Airservices Australia, the ATSB and the Bureau of Infrastructure and Transport Research Economics (BITRE), and is oversighted by CASA's Aviation Safety Committee (ASC).

Where possible, this analysis uses aircraft movements to determine an accident rate (consistent with international best practice). Where movements are not available for a given sector, and to ensure the timely availability of safety information, the ASC analysis resorts to an accident count.

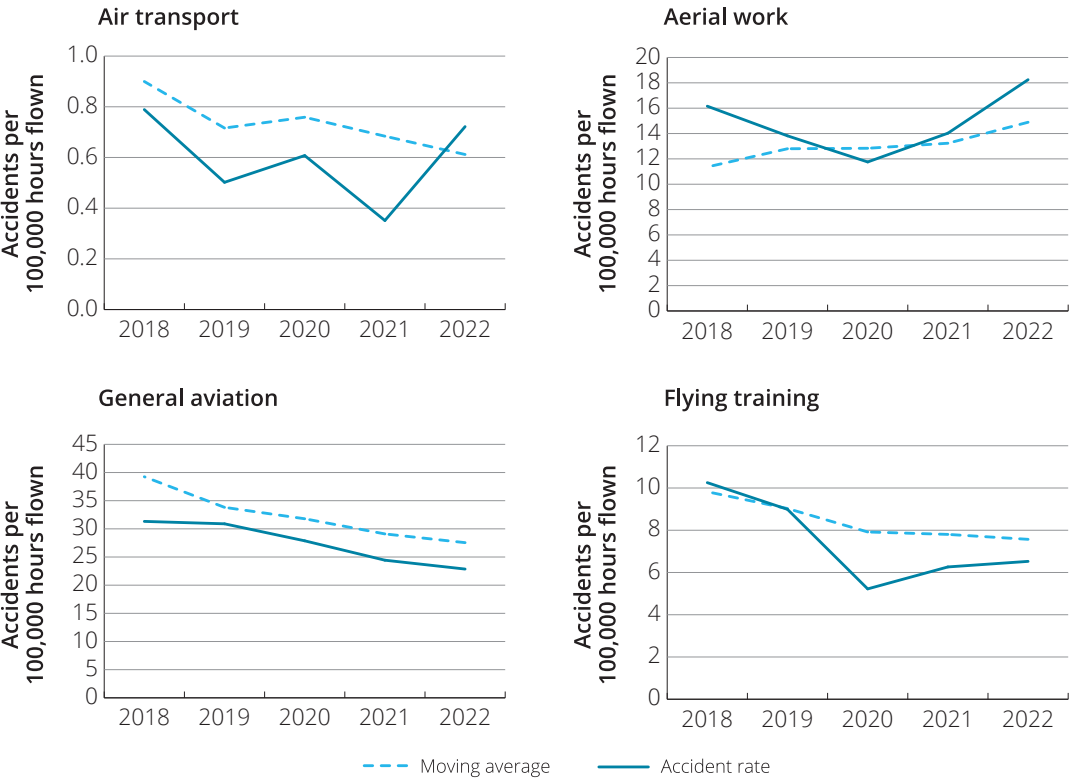
The ASC considers trends and information from multiple internal and external sources, international trends, over-the-horizon risk analysis and real-time information from the aviation industry, the ATSB and Airservices Australia to satisfy itself that there is an acceptable level of aviation safety in 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 accidents does not require significant changes to mitigation.

As at August 2024, accident and incident rates (based on hours flown) for 2023 cannot be calculated, with the BITRE yet to release aviation activity data used to calculate such rates. Overall, as reported in the 2022–23 annual report, the combined accident rate for all 4 sectors reduced compared with prior years. Accident rates in the general aviation sector declined, 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 during 2022 but an overall decreasing rate over the 5-year period analysed. The aerial work sector indicated an increase in 2022 and an overall slightly increasing rate.

Figure 6 shows that the 5-year moving averages for accident rates are trending downward in 3 of the sectors, with aerial work continuing on an upward trend. While the air transport sector's 5-year trend continues downward, the short-term trend has moved upward. There are no common elements among the accidents and the short-term trends are significantly affected by individual events – the 5-year average is 9 events per annum. CASA continues to keep a close watch on this trend.

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

Figure 6. Accidents per 100,000 hours flown, by industry sector, 2018 to 2022



Note: Air transport includes scheduled air transport (formerly regular public transport) and non-scheduled air transport (e.g. air ambulance, freight, and charter); flying training includes commercial and non-commercial instructional flying; aerial work includes advertising, construction, agriculture, firefighting, surveying, photography, pipeline and powerline inspection, policing, and search and rescue, and general aviation includes all other flying such as: business flying, sport and recreation, community service flights, parachute dropping and personal transport.

Flying hours are collected by the Bureau of Infrastructure and Transport Research on an annual calendar year survey of aircraft operators. Therefore reporting for this performance measure uses data from 2022.

Performance measure: Number of incidents per hours flown by industry sector

Target	Status
Reducing trend.	– Data not available

CASA uses delayed data to provide 2023–24 trend analysis. CASA relies on BITRE annual aircraft movement data to support statistical analysis of aviation incident and accident rates, and that data is not currently available.

CASA conducts routine quantitative sector incident analysis to identify and monitor aviation safety risks and trends. This analysis uses various methods and data sources such as Airservices Australia, the ATSB and the BITRE. The analysis is oversighted by CASA's ASC and includes information from international sources. Where possible the analysis uses aircraft movements to determine an incident rate (consistent with international best practice). Where movements are not available for a given sector and to ensure the timely availability of safety information, the ASC analysis resorts to an incident count.

The ASC considers trends and information from multiple internal and external sources, over-the-horizon risk analysis and real-time information from the aviation industry, the 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 changes to mitigation.

Performance measure: CASA maintains the Effective Implementation (EI) score determined by International Civil Aviation Organization (ICAO) Universal Safety Oversight Audit Program (USOAP)

Target	Status
Maintain or improve EI score.	✗ Not achieved

Australia underwent 2 ICAO oversight activities in 2023: a State Safety Program Implementation Assessment from 5 to 7 September 2023, and a USOAP Focused Audit from 12 to 19 September 2023.

ICAO reaffirmed that Australia has an effective aviation safety oversight system. The report highlighted areas where Australia could more fully realise the benefits of closer alignment with ICAO's standards and practices.

Australia experienced a small decrease in its EI score compared to its previous audit result, largely reflecting a difference in the type of audit activity carried out. The 2017 ICAO audit activity was a validation of progress made on addressing the 125 findings from the 2008 comprehensive systems approach audit, whereas the 2023 audit activity was a baseline audit across a different subset of 212 priority protocol questions.


Performance measure: Regulatory implementation delivered in accordance with targets

Target	Status
Regulatory implementation achieved against planned program outlined in the CASA Corporate Plan.	✗ Not achieved

During 2023–24, CASA made significant progress in the implementation of regulations, although it did not fully achieve the planned program as set out in the Forward Regulatory Program available on CASA's website, due to some internal and external constraints.

Initiative	Progress	Status
Airworthiness		
Part 21 (Certification and airworthiness requirements for aircraft and parts) – policy scoping	Policy scoping and setting has commenced on targeted initiatives.	Commenced
Part 42 (Continuing airworthiness requirements for aircraft and aeronautical products) and Part 145 (Continuing airworthiness approved maintenance organisations) – regulation drafting and industry consultation and implement proportionate airworthiness regulations for non-scheduled air transport operators	Policy formulation including industry engagement has commenced in relation to this initiative. The Part 145 Manual of Standards (MOS) has been revised and reviewed by the technical working group (TWG) with minor updates to follow.	Partially complete
Part 43 (Maintenance of aircraft in private and aerial work operations) – finalise drafting and make new Part 43	Regulation drafting complete. Further engagement with TWG on finalising the MOS has commenced.	Substantially complete
Flight operations		
Part 92 (Consignment and carriage of dangerous goods by air) – regulation drafting of new rules	Drafting by the Office of Parliamentary Counsel has commenced.	Commenced
Part 101 (Uncrewed aircraft and rockets) – amendments to reduce red tape for remotely piloted aircraft systems industry	Improvements have been rolled out in a phased approach. MOS changes have been made, with regulation drafting still to occur.	Commenced
Part 103 (Sport and recreation aircraft) – finalise development of MOS	The draft MOS is undergoing stakeholder consultation.	Partially complete

Initiative	Progress	Status
Part 105 (Parachuting from aircraft) – finalise development of MOS	The MOS has been completed.	Complete
Part 131 (Balloons and hot air airships) – finalise development of MOS	The MOS has been completed.	Complete
Air traffic management system/Aviation rescue fire fighting service		
Part 171 (Aeronautical telecommunications service and radionavigation service providers), Part 172 (Air Traffic Service Providers) and Part 173 (Instrument flight procedure design) – planning for legislative drafting	Policy development has commenced.	Commenced
Part 176 (Aerodrome rescue and firefighting services) – policy development	Policy development has commenced.	Commenced
Flight crew licensing		
Part 61 (Flight crew licensing) – finalise amendments to MOS Part 61 regulation improvements	Policy development work has been finalised with industry support.	Commenced
Finalise Class 5 medical self-declaration scheme	Changes were implemented in February 2024.	Complete
Part 67 (Medical) – scope policy development	Discussions regarding the Class 4 medical have commenced. Scoping did not commence due to the priority of the implementation of Class 5 medical changes.	Commenced
Aircraft maintenance engineer licensing		
Part 66 (Continuing airworthiness aircraft engineer licences and ratings) – modular licensing	MOS changes have been incorporated to enable modular licence outcomes for licensed engineers.	Complete
Part 66 (Continuing airworthiness aircraft engineer licences and ratings) – ongoing improvements	Policy development has commenced.	Commenced



When the flight operations regulations commenced in December 2021, several key safety enhancements which they introduced were delayed to assist operators in managing the significant change burden associated with the transition to the new regulations. CASA has since been working with industry to progressively implement the deferred provisions in a way that is manageable for both industry and CASA. In 2023–24, training and checking systems were successfully implemented for operations under Civil Aviation Safety Regulations (CASR) Part 121 (Australian air transport operations – larger aeroplanes), as was an enhanced aircraft equipment mandate for aircraft engaged in air transport operations.

In 2023–24, CASA also delivered changes to the uncrewed aircraft regulatory system by amending the MOSs for CASR Part 101 (Uncrewed aircraft and rockets) to alleviate flight instructor qualification requirements. CASA also delivered policy and supporting guidance material that facilitates uncrewed aircraft operations over and near people.

Progressing the MOSs for CASR Parts 103 (Sport and recreation aircraft), 105 (Parachuting from aircraft) and 131 (Balloons and hot air airships) was slower than originally envisaged due to CASA's desire to work with industry on these matters. The Part 105 and Part 131 MOSs were completed during 2023–24. The Part 105 MOS became effective in December 2023 and the Part 131 MOS has been finalised in consultation with stakeholders and will become effective in November 2024. In relation to CASR Part 43 (Maintenance of aircraft in private and aerial work operations), the proposed regulations have been finalised by the Office of Parliamentary Counsel.

Regulation amendments were made to the MOS for CASR Part 66 (Continuing airworthiness – aircraft engineer licences and ratings) to enable modular licence outcomes for people seeking to become a licensed engineer. Modular licensing provides increased flexibility, allowing people to obtain a licence more quickly with exclusions issued for the modules they have not completed, which can be added later. Modular licensing is a key regulatory initiative to assist with the licensed aircraft maintenance engineer shortage in Australia. CASA continued to work on Part 66 related policies to streamline recognition of foreign licensed maintenance engineers and engineers licensed by the Australian Defence Force.

Performance measure: 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

CASA achieved this target while transitioning most of its surveillance activity to a new National Oversight Plan (NOP) methodology during the year from the National Surveillance Selection Process, (NSSP). In total:

- 94% of scheduled surveillance events were achieved in accordance with the NSSP schedule (which had a target of 90%). Any scheduled events not carried out were carried forward into the next oversight period.
- Scheduled surveillance events were undertaken in accordance with the NOP and corporate plan.
- Approximately 38% more surveillance events under the combined NSSP and NOP were completed in the reporting period, compared to the total completed under the NSSP in 2022–23.

CASA monitors safety occurrence data for potential safety trends and regulatory breaches – a total of 655 intelligence reports and ATSB and Corporate Integrated Reporting and Risk Information System (CIRRIIS) reported incidents were received in the period. In total, 47 response events and 38 coordinated enforcement referrals were conducted across air operator certificates, maintenance organisations and individuals.

National sector campaigns are coordinated surveillance activities focused on addressing an identified safety issue in a particular sector. With an increase in incidents in private operations, CASA initiated campaign surveillance activity and conducted 20 ramp checks on private aircraft, and an additional 70 commercial aircraft. No findings or trends were identified.

Performance measure: Clear, open and transparent engagement with the 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

All significant regulatory change proposals were subject to public consultation. CASA engaged with industry through 31 public consultations and feedback surveys during 2023–24, with a total of 2,874 responses.

CASA also sought feedback on other initiatives, such as airspace reviews and changes, sector risks, safety issues and events, via the CASA Consultation Hub (consultation.casa.gov.au).

Consultation often targeted specific sectors (for example, private pilots or licensed engineers); however, feedback was generally open to all stakeholders. Responses were published in the consultation hub (where appropriate and with consent), as were results and information on next steps.

The Aviation Safety Advisory Panel met 3 times during the year, and 38 technical working group meetings were conducted.

Target	Status
Improving trend in stakeholder satisfaction from regular surveys.	✓ Achieved

During 2023–24, CASA achieved an overall improved trend in surveys conducted of the aviation sector. Some measures showed an improving trend for 2023–24 while others remained flat or declined slightly.

Stakeholder satisfaction is measured through several 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. The biennial stakeholder satisfaction survey of the aviation industry is a key measure of CASA's performance. It was most recently held in 2022–23 and is scheduled to be held again in 2024–25.

Real-time analysis of telephone interactions with CASA's Client Services Centre was conducted during the year to gauge client sentiment and satisfaction for over 65,000 calls. Overall client satisfaction following telephone interactions averaged 81% for the year, which is consistent with the result in 2022–23 (also 81%). Issue resolution for client telephone interactions was over 82% on average for the year (down slightly from 83% in 2022–23).

In terms of broader community satisfaction, CASA was included in the 2024 Australian Public Sector Reputation Index published in March 2024. It was the second year in which CASA was included in the index, a globally validated research model that asks more than 3,000 respondents about 40 Australian federal public sector departments and agencies. In 2024, CASA ranked equal second of the government agencies and departments, with an overall score of 71 across the domains of trust, social responsibility, leadership and fairness. This was a slight increase on CASA's 2023 score of 70.

In May 2024, CASA also participated in broader community research to measure public perceptions of CASA's performance. In a survey of over one thousand people from the community, around 97% of respondents considered CASA was doing a 'neutral' or at least 'great/good/reasonable' job. There was an increase in the proportion of respondents reporting a 'neutral' response, from 22% to 32%, with a corresponding reduction in respondents answering that CASA is doing a 'great/good/reasonable job', from 75% to 65%.

Corporate measures

This section provides details and analysis of results against the key activities, performance measures and targets set out on pages 30 to 33 of the *CASA Corporate Plan 2023–24*.

The corporate plan set out 3 objectives through which CASA would achieve its purposes in 2023–24, and 6 key activities through which CASA's performance would be measured, as shown in Table 3.

Table 3. Corporate plan objectives and key activities

Objectives	Key activities
1. Maintain and enhance a fair, effective and efficient aviation safety regulation system	<ul style="list-style-type: none">• Ensure CASA's regulatory framework is fit-for-purpose• Enhance international compliance• Deliver effective regulatory services, in accordance with CASA's regulatory philosophy
2. Engage collaboratively with the wider aviation community to promote and support a positive safety culture	<ul style="list-style-type: none">• Engaging with stakeholders• Promoting safety and education
3. Continuously improve organisational performance	<ul style="list-style-type: none">• A skilled workforce

Results against targets for Objective 1. Maintain and enhance a fair, effective and efficient aviation safety regulation system

Key activity: Ensure CASA's regulatory framework is fit-for-purpose

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

Target	Status
CASA adheres to Government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate.	✓ Achieved

For all legislative changes, CASA considers any amendments made to ICAO's Standards and Recommended Practices and ICAO's 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 Regulatory Change 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 clarifies 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 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 CASR Part 61 (Flight crew licensing) 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 (Aerial application operations) or Part 138 (Aerial work operations) operator.

CASA is progressing the corrective actions that arose from the ICAO USOAP Focused Audit conducted in September 2023.

Key activity: Enhance international compliance

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

Target	Status
CASA uses appropriate global resources and arrangements to support its audit and certification processes.	✓ Achieved

CASA continues to engage constructively with counterparts to appropriately leverage global resources to ensure harmonisation with like-minded regulators and reduce duplication of effort whenever possible. The knowledge we gain, including through confidence building exercises with our counterparts, informs CASA's approach to audit and certification.

Highlights of 2023–24 included:

- CASA and Transport Canada Civil Aviation signed a memorandum of understanding (MOU) in June 2024 to provide a mechanism to engage on sharing information and data on aviation safety; mutual cooperation and technical assistance; training programs and knowledge exchange; and development of technical arrangements for mutual recognition following further comparisons. The first work plan under the MOU was signed for remotely piloted aircraft systems (RPAS) training programs.
- CASA and the United Kingdom Civil Aviation Authority (UK CAA) conducted assessments and comparisons of regulations and outcomes, through visits to Australia in March 2024 and the United Kingdom in June 2024, to develop a collaborative working arrangement. The arrangement will include airworthiness certification, production certification and aircraft maintenance.

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 Network, which comprises aviation regulators from the United Kingdom, the United States of America, Canada, Australia and New Zealand, to support resilience in the aviation sector and help regulators tackle emerging challenges. Through the network, CASA coordinates a working group on innovation which is considering certification processes for advanced air mobility.

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 contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices and actively participates in Australia’s engagement in the Asia-Pacific on aviation safety matters.	✓ Achieved

CASA has continued to contribute to the development of ICAO standards and practices through engagement in numerous ICAO panels and working groups and has actively participated in engagement in the Asia-Pacific region. Activities contributing to these outcomes in 2023–24 included the following:

- CASA is represented on 14 of the 24 ICAO panels of which Australia is a member. CASA chairs the Personnel Training and Licensing Panel, 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 and working groups. Our expertise makes a significant technical and leadership contribution to ICAO.
- CASA worked closely with the Indonesian Directorate General of Civil Aviation (DGCA) on cooperation on foreign air transport operator entry control and oversight; continued its Women in Leadership mentoring program; and delivered workshops on State Safety Programs and RPAS regulations and operations.
- CASA supported the Civil Aviation Safety Authority of Papua New Guinea through the provision of training and professional development in aviation medicine and information sharing in the areas of RPAS operations, inspector and organisational training, safety management systems, infringement notices, and debt recovery.
- CASA extended access to CASA’s learning management system and developed on-the-job training journals for inspector roles within regulators in the Pacific, to support a standardised structure and format for the delivery and recording of role-specific training.
- CASA participated in Pacific Aviation Safety Office governance meetings.
- CASA participated in regional ICAO meetings, including the 58th Conference of Directors General of Civil Aviation Asia and Pacific Regions; the 13th meeting of the Regional Aviation Safety Group–Asia and Pacific Regions; and the 34th 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 2024 FAA Asia Pacific (FAA-APAC) bilateral partners meeting hosted by the Indonesian DGCA. The meeting had a strong focus on international alignment in the regulation and certification of advanced air mobility aircraft and other emerging technologies, along with sustainability and environment, and lessons learnt from ICAO USOAP audits. CASA is a member of the FAA-APAC Executive Committee.

- Through a trilateral arrangement with New Zealand and Canada, CASA continued discussions that considered opportunities for collaboration, ICAO engagement, safety promotion, secondments, and emerging technology.

Key activity: Deliver effective regulatory services, in accordance with CASA’s regulatory philosophy

Performance measure: All regulatory service decisions are made in accordance with published service delivery timeframes

Target	Status
CASA ensures all regulatory service decisions are made in accordance with published service delivery timeframes.	✓ Achieved

CASA's goal for all regulatory service decisions, including both digital and manual services, is to achieve combined service delivery of 80% against published targets. CASA’s performance target is available at ‘Service delivery statistics’ on the CASA website: www.casa.gov.au/about-us/reporting-and-accountability/service-standards-fees-and-statistics/service-delivery-statistics.

CASA achieved an overall service delivery performance of 92%, a significant improvement from 82% in 2022–23.

The investment in our online service platform, the myCASA portal, has helped to streamline service delivery and performance. In 2023–24, 97% of applications or service requests made through this digital channel were completed within the published service delivery target. Manual services, which involve applications received by email or mail achieved a service delivery performance of 89% overall.

Performance measure: Establish and publish regulatory service delivery timeframes for all regulatory services

Target	Status
CASA establishes and publishes regulatory service delivery timeframes for all regulatory services.	✗ Not achieved

During 2023–24, CASA made good progress but did not fully achieve the target.

All regulatory service activities that relate to individual approvals have published service delivery targets. A new service level for firework notifications was established and reporting has commenced.

Service delivery timeframes and metrics relating to organisational approvals and any additional reportable regulatory services will be progressively rolled out throughout 2024–25.

CASA's current service delivery performance can be found on an updated dashboard which introduces greater transparency and the ability report on trends and specific service lines, at ‘Service delivery statistics’ on the CASA website.

Performance measure: Establish that operators and authorised persons conduct and continue to conduct their operations in accordance with relevant regulations, approvals and permissions

Target	Status
CASA delivers the elements of the revised National Oversight Plan during oversight activities.	✓ Achieved

CASA conducted planned surveillance events in accordance with the approved schedule, created to provide assurance of compliance of operators against their approvals and the relevant legislation. The surveillance schedule has delivered on its obligation of providing planned oversight across all sectors of the industry in line with expectations.

In addition to the planned schedule, response surveillance events have been carried out based on reports from industry, based on intelligence, and following significant incidents or accidents.

No significant safety concerns or trends were identified through the process. CASA continues to collect data to provide more detailed reporting and trend analysis on any specific areas of concern against compliance and has created a multi-year surveillance schedule to deliver planned oversight in a structured and consistent way in future years.

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

Target	Status
CASA's decisions reviewed by the Administrative Appeals Tribunal and in the Federal Court are affirmed or not substantially varied in any material respect.	✓ Achieved

In 2023–24, 13 applications for review of CASA decisions were made to the Administrative Appeals Tribunal (AAT). No applications were made to the Federal Court.

Of the 13 applications to the AAT, one has been referred back to CASA for reconsideration, one was resolved at the AAT in accordance with agreed terms of settlement, and one was withdrawn. The reviews have not led to decisions being substantially varied.

Ten applications remained before the AAT at 30 June 2024.

Target	Status
The briefs CASA submits to the Commonwealth Director of Public Prosecutions (CDPP) are accepted by the CDPP.	✓ Achieved

CASA referred 8 briefs of evidence to the CDPP in 2023–24. Five briefs were accepted for prosecution, and 3 briefs were under consideration at 30 June 2024.

Performance measure: Deliver services through digital means, increasing the use of self-service channels over manual or paper submissions

Target	Status
Digital submission volumes: <ul style="list-style-type: none">• ≥81%	✓ Achieved

The myCASA portal continued to be a robust and stable engagement channel for CASA's external clients and achieved the 2023–24 performance target. The myCASA portal provides 24/7 access, with 67 services now available for individuals and organisations.

During 2023–24:

- over 400,000 online transactions were processed in myCASA, an increase of 156,000 from 2022–23
- over 87% of transactions were immediately finalised, an increase of 3% from 2022–23
- 41% of users processed multiple transactions in a single visit, an increase of 5% from 2022–23
- 33% of the transactions through myCASA occurred outside business hours
- 70% of myCASA inquiries commenced with GovID, following the introduction of this service in May 2023.

The following new services to enable digital submissions were deployed in the myCASA portal:

- automation of flight review notifications and corresponding licence updates
- remote piloted aircraft commercial accreditation renewals
- maintenance controller certificates, which enable external CASR Part 145 (Continuing airworthiness – Part 145 approved maintenance organisations) organisations to renew their certificates automatically online
- online application lodgement of certificates of approval
- flight crew licence status notifications for applicants seeking to gain an air transport pilot licence, commercial pilot licence, recreational pilot licence or private pilot licence
- no-variation online renewals for 8 flight training, aircraft maintenance and remotely piloted aircraft operator certificates.

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

Key activity: Engaging with stakeholders

Performance measure: CASA maintains productive working relationships with key stakeholders

Target	Status
CASA's stakeholder satisfaction and client sentiment demonstrates an increasing trend.	✓ Achieved

See target 'Improving trend in stakeholder satisfaction from regular surveys' on page 35.

Key activity: Promoting safety and education

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

Target	Status
CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms.	✓ Achieved

CASA continues to have a strong focus on education and safety activities. Aviation safety advisors engage with the wider aviation community, promoting safety education and the production and distribution of safety education materials and culture, through onsite visits, conferences, industry requests, safety seminars and webinars. Aviation safety advisors reach various portions of the industry, including pilots, engineers, aerodrome operators, RPAS operators and sport aviation bodies.

Evaluation surveys are issued quarterly to AvSafety seminar attendees. In 2023–24, 100% of respondents indicated that the seminars were worthwhile and that they would recommend the seminars to other pilots and engineers.

Awareness of the *Your safety is in your hands* campaign among pilots remains strong, with 83% of all active pilots having seen the campaign. The campaign encourages pilots to keep up to date with aviation safety developments, refresh their knowledge, invest in their ongoing development and, most importantly, stay safe. The campaign continued to have a significant impact on pilot behaviour, with 63% of pilots reporting they had taken some action after encountering the campaign – close to the 2022–23 result of 64%.

Awareness of the *Know Your Drone* campaign peaked in April 2024, reaching approximately 1.3 million recreational drone owners, or 45%. Awareness of the drone safety rules increased significantly in the June 2024 evaluation, to 62%. Around 34% of drone owners surveyed indicated that they had adopted safer flying practices because of seeing the campaign.

Share the Skies. Fly Safe. is a sub-campaign of *Know Your Drone*, aimed to educate recreational drone operators about the rules in shared airspace on the Gold Coast and encourage the use of CASA-verified drone safety apps. These apps help enhance situational awareness of nearby no-fly zones at airports, helicopter landing sites, aircraft landing areas and restricted airspace. Preliminary analysis of data from the national drone detection system showed a 36% decrease in drones detected in Surfers Paradise compared with the 3 months prior to the campaign, and a 31% decrease compared to the same time last year. CASA-verified drone safety apps received 9,405 clicks via the *Know Your Drone* website.

Results against targets for Objective 3. Continuously improve organisational performance

Key activity: A skilled workforce

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

Target	Status
CASA ensures its workforce is managed in accordance with workforce priorities.	✓ Achieved

On 11 March 2024, a new enterprise agreement came into effect. The agreement reflects many of the elements of the Australian Public Service Statement of Common Conditions, where they are suitable to enable CASA to engage and retain employees to fulfil its regulatory and administrative obligations.

CASA launched its *Strategic Workforce Plan 2024–2027* in April 2024. Initial activities focus on the aviation technical workforce, to:

- develop a supply and demand forecasting methodology to enable CASA to determine the best mix and number of aviation technical staff required to deliver outcomes
- review and implement a revised job family framework for the aviation technical workforce
- conduct a skills audit of the aviation technical workforce, enabling CASA to determine skills gaps against current and future requirements, which also will enable CASA to update or develop training to meet requirements and to plan a training program to meet business priorities.

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.

At 30 June 2024, 94% of regulatory staff had completed CASA's foundation training program, a decrease from 97% at the start of the reporting period. Advanced training – comprising surveillance/auditing, regulatory assessment and guidance – was delivered to 57 staff, with the completion rate increasing from 91% in 2022–23 to 92% in 2023–24.

Specialist training was delivered on topics covering air displays, aircraft composites, balanced relationships with the aviation industry, minimum equipment lists and permissible unserviceabilities, certificates of airworthiness, maintenance organisations, flight simulator training devices, management of change, non-destructive testing, performance-based navigation, safety investigation, and safety management systems. A total of 437 staff attended specialist training courses during the year.

To strengthen workforce capability, CASA continued its participation in several whole-of-government programs to recruit graduates and apprentices to entry-level positions. This resulted in the successful recruitment and retention of graduates and apprentices within the Australian Government Indigenous Apprenticeships Program, Graduate Development Program, and Graduate Program Data Stream.



Image: Aviair



Image: Courtesy of Joby Aviation. © Joby Aero, Inc.

Certification of electric advanced air mobility aircraft

CASA is gaining a valuable insight into the certification of advanced air mobility (AAM) aircraft under development by emerging aviation technology frontrunner Joby Aviation by the USA's Federal Aviation Authority (FAA).

In February 2024, Joby Aviation formally applied through the FAA for its electric AAM aircraft to be certified by CASA for use in Australia.

Joby is currently pursuing type certification for its aircraft with the FAA and expects the USA to be amongst its first operating markets, but this application will allow Joby's USA-based certification to be sequentially validated by CASA. CASA now joins the United Kingdom Civil Aviation Authority (UK CAA) and the Japanese Civil Aviation Bureau (JCAB) as the only authorities invited to validate the Joby JAS4-1 aircraft.

CASA's Branch Manager Airworthiness and Engineering, Richard Stocker, has been instrumental in promoting CASA's collaborative approach to validating AAM aircraft and strengthening our partnership with the

FAA and Joby to facilitate the exchange of airworthiness information and align AAM certification requirements.

With a maximum range of 100 miles, Joby's five-seat, piloted, electric vertical take-off and landing (eVTOL) aircraft is designed to connect people and cities through fast, quiet and emissions-free flight.

Joby's production prototype aircraft, currently undergoing type certification by the FAA, builds on 6 years of Joby flying full-scale aircraft. Safety is a priority. The aircraft's safety measures include 6 electric propulsion units and distributed batteries, with built-in redundancy that allows it to continue flying even in the event that a battery or propulsion unit fails.

CASA's aircraft certification engineers will continue their validation activities into 2025 in lockstep with the FAA certification work. It is expected that the next key validation milestone will involve multi-authority validation with Joby and the FAA, UK CAA, JCAB and CASA.



3

Organisation

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

In this part

- Corporate governance **48**
- External engagement **78**

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 and administrative 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, in compliance with which CASA adopts best practice reporting.



CASA is subject to requirements of the Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017 that specify Australian Government policy relating to charging for regulatory activities.

No new government policy orders that applied to CASA were issued under section 22 of the PGPA Act in 2023–24.

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 2023–24.

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 CASA Board. 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 objectives 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, section 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.

More information about the Board, including the CASA Board Governance Arrangements, is available on the CASA website.

Board appointments

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.

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.

Board membership

At 30 June 2024, the Board comprised Air Chief Marshal (Ret'd) Mark Binskin AC (Chair), Elizabeth Hallett (Deputy Chair), Professor Felipe Gonzalez, Jacqueline Korhonen, Dr Tarryn Kille, Adrian Verkerk and Pip Spence PSM.

During the year:

- Mark Binskin was reappointed as Board Chair for a further 3 years to 19 August 2027.
- Michael Bridge completed his term on 30 September 2023, after 5 years on the Board.
- Jacqueline Korhonen was appointed Chair of the People and Culture Sub-Committee on 5 October 2023.
- Dr Tarryn Kille was appointed a non-executive member of the Board for a 3-year term on 9 October 2023.
- Elizabeth Hallett was appointed Deputy Chair of the Board by the Minister on 16 May 2024 and her term was extended until 15 May 2027.
- Adrian Verkerk was appointed a non-executive member of the Board for a 3-year term on 16 May 2024.

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

Figure 7. CASA Board members, 2023–24

Members at 30 June 2024

Mark Binskin AC Non-executive member
Chair

First appointed: 20 August 2021

Re-appointed: 20 August 2024

End of term: 19 August 2027



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 Pacific Security College Advisory Board and Deputy Chair of the Sir Richard Williams Foundation. He is a member of the boards of the Bradfield Development 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 IIIO, 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.

Elizabeth Hallett Non-executive member
Deputy Chair

First appointed: 1 July 2020

Re-appointed: 16 May 2024

End of term: 15 May 2027



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 the Australian Retirement Trust, one of Australia's largest public offer superannuation funds; Lynch Group Holdings Limited; New South Wales 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.

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 24 years of skills, experience, and strategic and risk oversight on remotely piloted aircraft systems, 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 remote pilot 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.

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 Chief Executive Officer 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.

She is now a non-executive director and board advisor. She was a non-executive director of Netcom until 2019 and .au Domain Administration (auDA) until Nov 2023. She is currently a non-executive director of MLC Insurance, Auswide Bank and Nuix.

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.

Dr Tarryn Kille Non-executive member
First appointed: 9 October 2023
End of term: 8 October 2026



Having commenced her career as a commercial pilot and flight instructor, Dr Tarryn Kille now serves as Associate Professor (Aviation and Logistics) and Program Director of Aviation at the University of Southern Queensland. She lectures in aviation leadership, management and safety, bringing over 25 years of experience across a range of air transport sectors. With a deep understanding of the technological transformations shaping the aviation industry, Tarryn's research and practice focus on skill, capability development and professional culture for future aviation professionals.

Tarryn holds a PhD specialising in the influence of government policy on regional air transport systems and has contributed to significant industry panels, including CASA's Aviation Safety Advisory Panel and the International Civil Aviation Organization's Operations Panel. She is also a Graduate of the Australian Institute of Company Directors and a member of both the Royal Aeronautical Society and Women in Aviation International.

Adrian Verkerk Non-executive member
First appointed: 16 May 2024
End of term: 15 May 2027



Adrian has more than 30 years of experience in high-capacity airline operations, mostly in senior executive engineering and maintenance roles. Prior to that, he spent 10 years working in technical support and systems design functions supporting a wide range of military aircraft and engine types.

During his career, Adrian has held several key regulatory posts in the airline industry, including head of aircraft airworthiness and maintenance control, and continuous airworthiness manager. He was the accountable manager for the first approved design organisation under the current CASR Subpart 21J regulations.

He has provided leadership for the implementation of formal safety management systems in engineering organisations and driven transformation programs focused on digitalisation, fuel efficiency, optimised maintenance strategies, cabin configuration, and flight path planning.

Adrian has served on a number of international airline industry bodies, including the Technical Committee of the Association of Asia Pacific Airlines, and was vice-chair of the International Air Transport Association Engineering and Maintenance Group.

He is keenly interested in implementing strategies to attract and retain talent to grow the aviation sector.

Adrian holds a Bachelor of Aeronautical Engineering from the University of Sydney and is a Fellow of the Royal Aeronautical Society.



Pip Spence PSM Executive member
First appointed: 17 May 2021

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. Pip is CASA's Gender Equality Champion.

Members departed before 30 June 2024

Michael Bridge Non-executive member

First appointed: 1 October 2018

Departed: 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 Chief Executive Officer 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 Northern Territory 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.

Board meetings

Six scheduled Board meetings were held during 2023–24, on 23 August 2023, 12 October 2023 and 7 December 2023, and 29 February 2024, 2 May 2024 and 27 June 2024. Table 4 provides details of Board members' attendance.

Table 4. Board meeting attendance, 2023–24

Member	Meetings attended					
	23 August 2023	12 October 2023	7 December 2023	29 February 2024	2 May 2024	27 June 2024
M Binskin	Y	Y	Y	Y	Y	Y
E Hallett	Y	Y	Y	Y	Y	Y
F Gonzalez	Y	Y	Y	Y	Y	Y
M Bridge ^a	Y	n.a.	n.a.	n.a.	n.a.	n.a.
J Korhonen	n.a.	Y	Y	Y	Y	Y
T Kille ^b	n.a.	Y	Y	Y	Y	Y
A Verkerk ^c	n.a.	n.a.	n.a.	n.a.	n.a.	Y
P Spence	Y	Y	Y	Y	Y	Y

a Term ended 30 September 2023.

b Term commenced 9 October 2023.

c Term commenced 16 May 2024.

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.

Members

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

Figure 8 provides details of BARC members in 2023–24.

Figure 8. Board Audit and Risk Committee members, 2023–24

Lembit Suur Independent member

Chair

First appointed: 1 January 2021

End of term: 31 December 2025

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 Emergency Management 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.

Professor Felipe Gonzalez Board member

First appointed: 1 January 2023

End of term: 16 March 2025

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

He brings 24 years of skills, experience and strategic and risk oversight on remotely piloted aircraft systems, 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 remote pilot 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

Reappointed: 16 May 2024

End of term: 16 May 2027



Elizabeth Hallett is Deputy Chair of the CASA Board and 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; Lynch Group Holdings Limited; New South Wales 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

End of term: 31 December 2024



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 boards of Mildura Health Fund, 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.

Meetings

The BARC held 5 meetings in 2023–24. Table 5 shows each committee member's attendance (and associated remuneration). All meetings were fully attended.

Table 5. Board Audit and Risk Committee attendance and remuneration, 2023–24

Member	Meetings attended					Remuneration (\$) ^a
	16 August 2023	9 November 2023	7 February 2024	4 April 2024	5 June 2024	
L Suur	Y	Y	Y	Y	Y	27,756
A Phillips	Y	Y	Y	Y	Y	13,878
E Hallett	Y	Y	Y	Y	Y	8,693
F Gonzalez	Y	Y	Y	Y	Y	8,693

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 remuneration paid for Board Audit and Risk Committee duties only.

People and Culture Sub-Committee Members

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.

The People and Culture Sub-Committee has 5 members, who are appointed by the Board. Michael Bridge departed in September 2023 and Linda Spurr departed in March 2024. Dr Tarryn Kille joined the committee in December 2023. At 30 June 2024, one independent member position was vacant.

Figure 9 provides details of People and Culture Sub-Committee members.

Figure 9. People and Culture Sub-Committee members, 2023–24

Members at 30 June 2024

Jacqueline Korhonen

Chair

First appointed: 5 October 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 Chief Executive Officer 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.

She is now a non-executive director and board advisor. She was a non-executive director of Netcom until 2019 and .au Domain Administration (auDA) until Nov 2023. She is currently a non-executive director of MLC Insurance, Auswide Bank and Nuix.

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.

Gerard Fogarty AO Independent member

First appointed: 19 June 2023

End of term: 30 June 2026

Gerard Fogarty 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.



Dr Tarryn Kille Independent member

First appointed: 9 February 2023

End of term: 8 October 2026

Having commenced her career as a commercial pilot and flight instructor, Dr Tarryn Kille now serves as Associate Professor (Aviation and Logistics) and Program Director of Aviation at the University of Southern Queensland. She lectures in aviation leadership, management and safety, bringing over 25 years of experience across a range of air transport sectors. With a deep understanding of the technological transformations shaping the aviation industry, Tarryn's research and practice focus on skill, capability development and professional culture for future aviation professionals.

Tarryn holds a PhD specialising in the influence of government policy on regional air transport systems and has contributed to significant industry panels, including CASA's Aviation Safety Advisory Panel and the International Civil Aviation Organization's Operations Panel. She is also a Graduate of the Australian Institute of Company Directors and a member of both the Royal Aeronautical Society and Women in Aviation International.



Pip Spence PSM Committee member

Chief Executive Officer and Director of Aviation Safety

First appointed: 27 April 2022

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. Pip is CASA's Gender Equality Champion.

Members departed before 30 June 2024

Michael Bridge

First appointed: 27 April 2022

Departed: 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 Chief Executive Officer 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 Northern Territory 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.

Linda Spurr Independent member

First appointed: 1 June 2022

Departed: 9 February 2024

Linda Spurr is a human resource specialist, a non-executive director, deputy chair, committee chair, past chief executive officer and principal consultant 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 5 meeting in 2023–24. Table 6 shows each committee member’s attendance. All meetings were fully attended.

Table 6. People and Culture Sub-Committee attendance, 2023–24

Member	Meetings attended				
	22 August 2023	5 October 2023	27 November 2023	9 February 2024	16 April 2024
J Korhonen	Y ^a	Y	Y	Y	Y
G Fogarty	Y	Y	Y	Y	Y
P Spence	Y	Y	Y	Y	Y
L Spurr ^b	Y	Y	Y	Y	n.a.
T Kille	n.a.	n.a.	n.a.	Y	Y
M Bridge ^c	Y	n.a.	n.a.	n.a.	n.a.

- a Attended as an observer.
- b Due to conflicting commitments, Linda Spurr withdrew from her CASA People and Culture Sub-Committee contract before the end date of 30 June 2024. Her last meeting was on 9 February 2024.
- c Term ended on 30 September 2023.

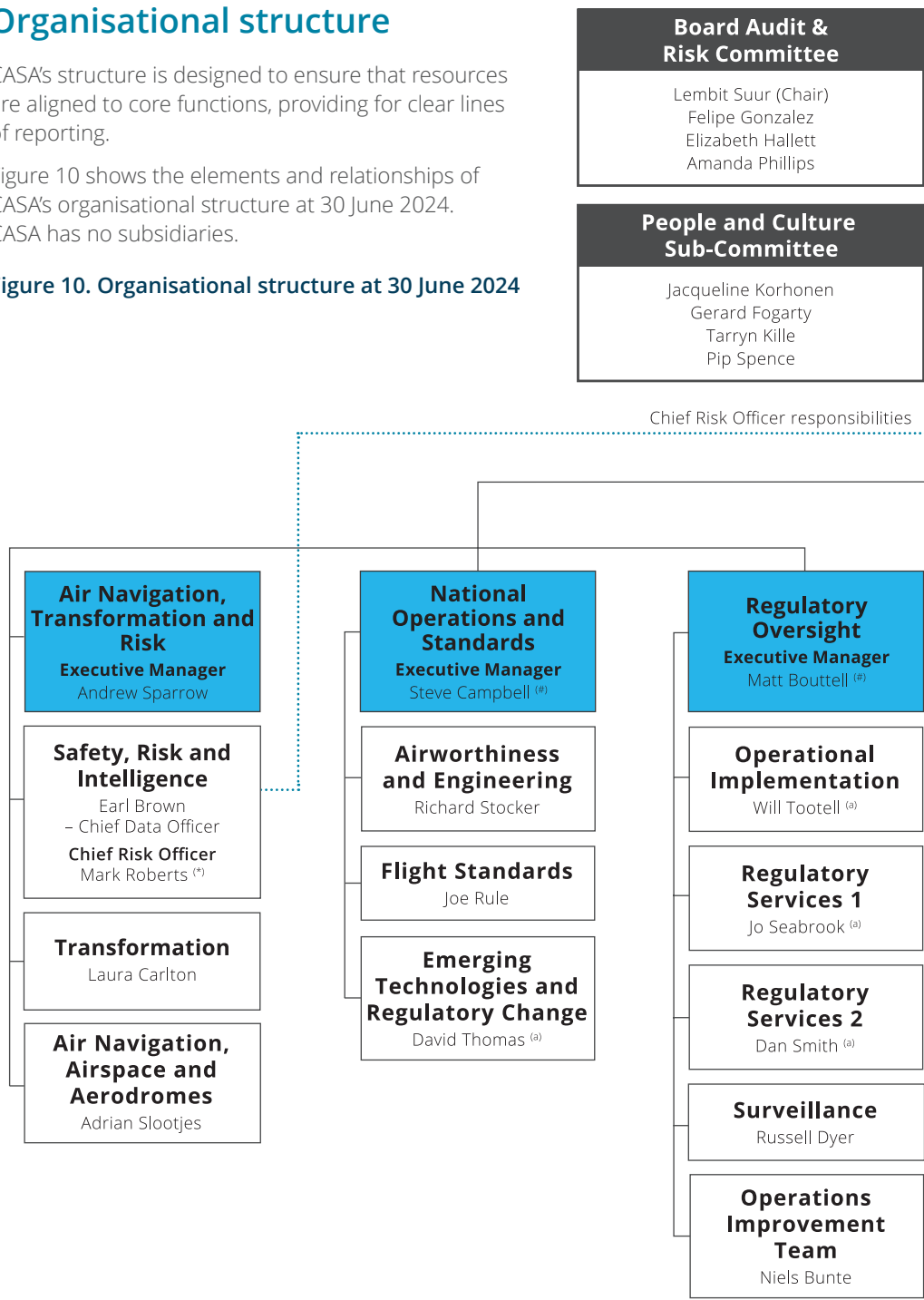


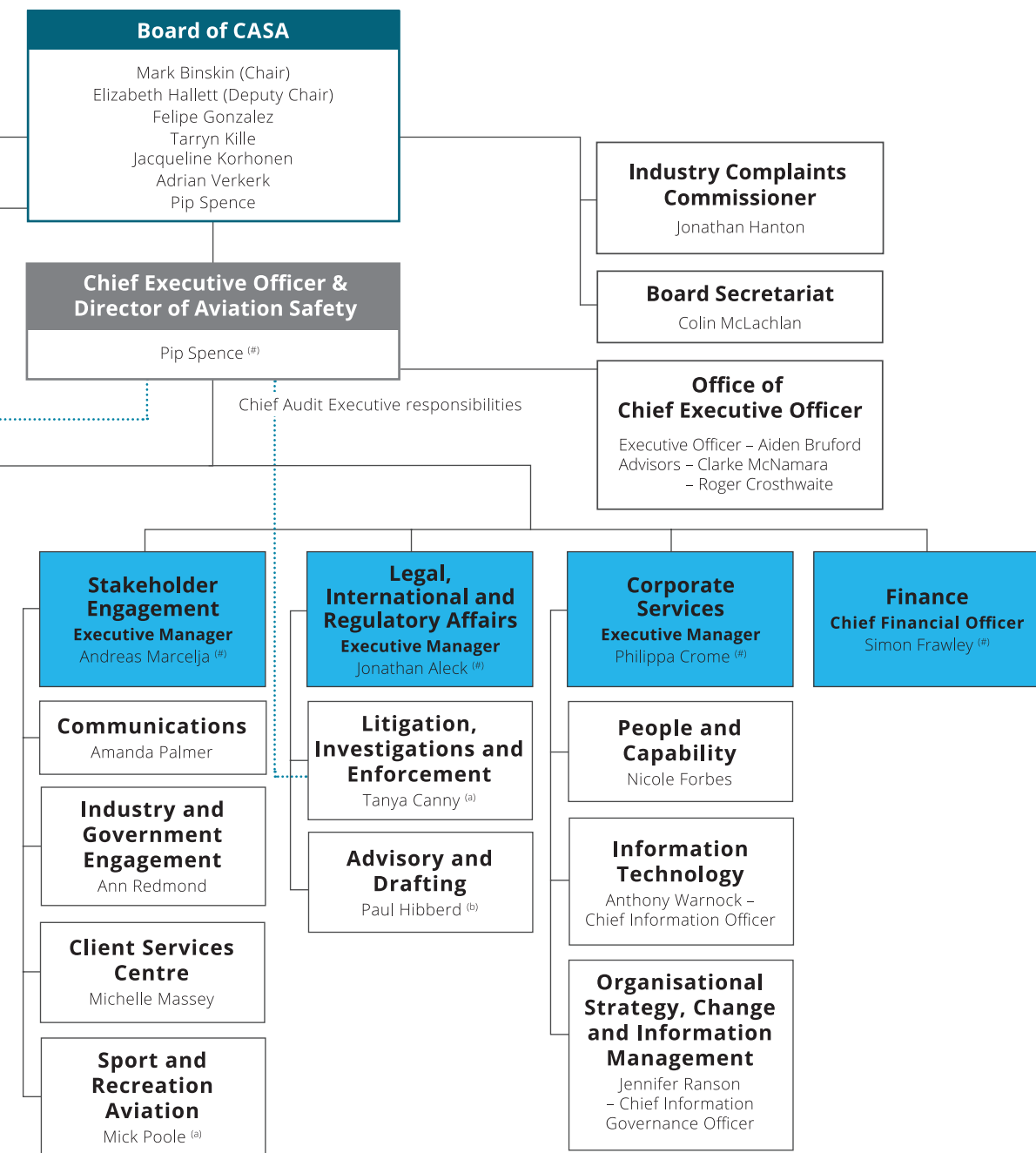
Organisational structure

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

Figure 10 shows the elements and relationships of CASA's organisational structure at 30 June 2024. CASA has no subsidiaries.

Figure 10. Organisational structure at 30 June 2024





(#) Executive Committee Members

(*) Section manager

(a) acting

(b) temporary transfer

Structural changes

During 2023–24, 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 Guidance Transformation and Safety Systems Division was renamed the Air Navigation, Transformation and Risk Division (ANTR) to better reflect the division's functions, which included the transfer of the Air Navigation, Airspace and Aerodromes Branch from National Operations and Standards Division to ANTR.

The ICAO Coordination Team transferred from ANTR to the Legal, International and Regulatory Affairs Division.

The Guidance Delivery Centre was transferred from ANTR to the Industry and Government Engagement Branch in the Stakeholder Engagement Division.

Senior management changes

During 2023–24:

- Adam Anastasi departed as Branch Manager Advisory and Drafting
- Karen Blair was transferred to Executive Aviation Advisor Workforce Planning and Training
- Matt Bouttell was appointed as Executive Manager Regulatory Oversight
- Earl Brown transferred to Branch Manager Safety, Risk and Intelligence
- Steve Campbell was appointed as Executive Manager National Operations and Standards
- Nicole Forbes was appointed as Branch Manager People and Capability
- John Grima departed as Branch Manager Operations Improvement
- Chris Monahan departed as Executive Manager National Operations and Standards
- Anthony Stanton departed as Branch Manager Sport and Recreation Aviation
- Rob Walker departed as Executive Manager Regulatory Oversight Division.

Executive leadership team

CASA's executive leadership team comprises 6 executive managers and the Chief Financial Officer, as shown in Figure 11.

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

Figure 11. Division roles and executives at 30 June 2024

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 also responsible for the management and administration of CASA's internal audit program.

The division manages CASA's strategic international engagement on matters related to Australia's involvement with the International Civil Aviation Organization (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 and 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 of America and Papua New Guinea. He also worked as an independent legal consultant and specialist advisor in the United States of America. 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.

Regulatory Oversight
Matt Bouttell
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

Matt Bouttell, a seasoned aviator with over 30 years of experience, embarked on his career as an apprentice aircraft maintenance engineer with a major airline in the early 1990s before spending almost a decade working within flight operations.

His industry expertise expanded further with a management position at Airservices Australia, where he played a pivotal role in the National Operations Centre. Demonstrating his commitment to international relations, Matt spearheaded Airservices Australia's capacity-building programs in Indonesia and Papua New Guinea.

Matt's first tenure at CASA was almost 3 years as Industry Relations Manager, in which he significantly contributed to the establishment of the Aviation Safety Advisory Panel and its technical working groups. Matt also led the industry consultation on several major reforms, including the new flight operations regulations.

Upon returning to the airline industry, Matt took up a group manager air traffic management role and oversaw international compliance during the COVID-19 travel restrictions, before taking up the position of Chief Executive Officer of Recreational Aviation Australia for 3 years.

As a private pilot and the co-owner of an aircraft based in Canberra, Matt has a passion for aviation that extends beyond his professional roles. In February 2024, his journey came full circle when he rejoined CASA as Executive Manager Regulatory Oversight.

Matt is a member of CASA's Executive Committee, Aviation Safety Committee and Major Programs Board.

National Operations and Standards

Steve Campbell

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, and emerging technology and regulatory change. The division is also responsible for nationally administered regulatory services and surveillance, including aircraft certification and production.

Executive Manager

Steve Campbell has more than 30 years of experience in the aviation industry, including nearly 12,000 hours as a pilot in roles from instructor, charter pilot and regional airline pilot to Captain of the Boeing 777 for Cathay Pacific. Steve hung up his wings in 2013 and returned to Australia to work with CASA in Canberra on the new flight operations regulations.

Steve's operational and regulatory experience was further enhanced by 2 terms at Parliament House as senior advisor on aviation for the Minister for Infrastructure and Transport, and later for the Deputy Prime Minister, giving Steve rare insight to policy development at the highest levels of government.

Steve then returned to CASA as Senior Advisor to the Chief Executive Officer before moving to Airservices Australia and, most recently, serving as the Chief Executive Officer of the Regional Aviation Association of Australia.

Steve commenced in the role of CASA Executive Manager National Operations and Standards in February 2024. He has a unique balance of aviation industry and government experience ideally suited for his role.

Steve 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, enterprise program and project management and design, change management, business planning and reporting, and IT.

Executive Manager

Philippa Crome joined CASA in January 2019. 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 Finance, and Department of Infrastructure, Transport, Regional Development and Local Government.

In addition to being Executive Manager Corporate Services, Philippa is CASA's Indigenous Champion, Chief Security Officer, and Deputy Chair of the Major Programs Board, and a member of the Executive Committee, the Aviation Safety Committee and the Gender Equity 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 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 of America, 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 change to groups. Additionally, it coordinates CASA's relationships with government agencies and the Minister's office. 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 team 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 Disability Champion.

Air Navigation, Transformation and Risk

Andrew Sparrow

Executive Manager



Role

The Air Navigation, Transformation and Risk Division is responsible for receiving, analysing, and reporting to CASA management on all aspects of risks to aviation safety. This is supported by analysis of domestic and international aviation safety data, incident and accident trend analysis, international benchmarking, and industry engagement. This work supports CASA in meeting international civil aviation standards published by ICAO and provides the basis for evidence-based decision-making.

The division supports the development of systems to support and enhance regulatory services (such as surveillance). The division is leading the enablement of the Enterprise Aviation Processing system, which will provide a system that best supports regulatory services.

The division now includes the Air Navigation, Airspace and Aerodromes Branch, which has responsibility for overseeing the providers of air traffic services and aviation rescue and firefighting services. The branch also has responsibility for the administration of all Australian airspace and ensures that the airspace is safe for all users and fit for purpose into the future. The branch also conducts assessments on any buildings or structures in the vicinity of an aerodrome, assesses wind farms, and reviews all new instrument flight procedures.

Executive Manager

Andrew Sparrow has a 46-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 started his current role as Executive Manager Air Navigation, Transformation and Risk 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 ICAO. More recently, Andrew was responsible for developing the future Australian airspace strategy.

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. This includes developing a data capability that best enables risk assessments and supports evidence-based decision-making.

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

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. These strategic risk areas were determined to remain appropriate for CASA by the Board in May 2024. 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 risks 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 applicable 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 the Information Systems Audit and Control Association
- standards issued by Standards Australia and the International Organisation 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 2023–24 internal audit program, 3 performance audits were completed, in areas including the Guidance Delivery Centre, designated aviation medical examiners, and working-from-home arrangements. 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 its objectives.

Governance committees

At 30 June 2024, in addition to Board arrangements, CASA had 3 internal governance committees: the Executive Committee, Aviation Safety Committee, and Major Programs Board.

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 once every 3 to 4 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 Major Programs Board meets at least 5 times per year.

Management committees

At 30 June 2024, in addition to the 3 internal governance committees, CASA had 2 management committees: the Data Council and the Security Council.

Data Council

The Data Council was established in 2023 to enable CASA to manage its data as an asset. It is responsible for supporting the Executive Committee on data matters.

The Data Council is chaired by the Chief Information Governance Officer and Chief Data Officer, with membership including the Chief Information Officer, data custodians, business system owners and CASA staff with key roles related to data. The council meets 6 times per year or more frequently if required.

Security Council

The Security Council was established in June 2024 and supports the Chief Security Officer in the management of security risk, the maintenance of security management capability, and oversight of security practices.

Membership of the Security Council comprises the Chief Information Security Officer, the agency security advisor, the IT security advisor and stakeholders from each division in CASA. The council meets 6 times a year or more frequently if required.

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 2023–24, 8 allegations were referred for investigation. Five matters were finalised, with 3 resulting in breaches of the Code of Conduct.

Table 7 provides details of investigations in the past 3 financial years.

Table 7. Code of Conduct matters, 2021–22 to 2023–24

Detail	2021–22	2022–23	2023–24
Investigations commenced	2	4	8
Investigations finalised	1	3	5
Investigations ongoing at 30 June	1	1	3
Employees who breached the Code of Conduct	1	1	3
Non-financial sanctions	0	0	2
Terminations	1	0	0
Financial sanctions	0	0	1

Conflict of interest

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

Board members

Section 58 of the *Civil Aviation Act 1988* provides that a Board member must not engage in any paid employment that, in the opinion of the Minister, conflicts with the proper performance

of their duties as a member of CASA's Board. Similarly, section 78 provides that the Director of Aviation Safety must not engage in any paid employment outside the duties of their office except with the Board's approval.

The PGPA Act and the Public Governance, Performance and Accountability Rule 2014 provide that a Board member who has a material personal interest in a matter that relates to the affairs of CASA must disclose details of the interest to each of the other Board members. The notice must include details of the nature and extent of the Board

member's interest and how the interest relates to CASA's affairs.

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

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

The Board has put in place arrangements for the Board Audit and Risk Committee to manage and report conflicts of interest on the same basis as the Board.

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 annually and 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 staff member remains with CASA. CASA's fraud and corruption awareness training was updated in December 2023, and now includes information on the role of the National Anti-Corruption Commission.

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 and Corruption Control Framework which came into effect on 1 July 2024.

A number of minor irregularities, primarily involving the inadvertent misuse of CASA corporate credit cards, were identified and reviewed in 2023–24, and employees were reminded of their obligations in relation to the use of the cards they hold.

Also during 2023–24, a series of integrity spot checks were conducted by CASA's Legal, International and Regulatory Affairs division. 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 measures stakeholder satisfaction through several different surveys and feedback mechanisms, including a stakeholder satisfaction survey, real-time analysis of client phone calls, and inclusion of aviation questions in public omnibus surveys.

The stakeholder satisfaction survey is held biennially and is scheduled to be undertaken again in 2024.

Community engagement

CASA promotes 'full and effective consultation and communication with all interested parties on aviation safety issues', as required by the *Civil Aviation Act 1988*, by providing information across a range of platforms and participating in 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 and broader community online through Facebook, LinkedIn, YouTube, X (formerly Twitter) and Instagram. CASA's total audience, across all channels, reached 140,453 followers in 2023–24.

All established CASA social media channels continued to experience steady growth in number of followers, and we launched 2 Instagram accounts, for the @casabriefing and @knowyourdrone channels.

The LinkedIn channel experienced the highest rate of growth, with the number of followers increasing by almost 3,000 to reach 49,916.

Our top Facebook post for 2023–24 (organic content which was non-paid) related to pilots being bushfire ready. The post had 42,289 impressions, 725 engagements and 310 reactions, comments and shares.

The top LinkedIn post was on recognising World Pilots' Day, with 16,145 impressions, 647 engagements and 735 reactions.

CASA Consultation Hub

The CASA Consultation Hub supported 31 public consultations and feedback surveys during 2023–24, with a total of 2,874 responses, as shown in Table 8.

In 2023–24, the site had 110,069 page views. In addition to several consultations concerning RPAS, we supported significant consultations related to modular licensing for aircraft engineers, aviation medical policy, flight operations amendments, and various airspace topics.

Table 8. CASA Consultation Hub activity, 2021–22 to 2023–24

Period	2021–22	2022–23	2023–24
Public consultations and feedback surveys supported	30	38	31
Responses received	2,751	1,968	2,874

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 almost 4,000 subscribers every 3 months, presenting features, news and in-depth analysis on a wide range of topics by expert contributors from the aviation community.

The online edition publishes topical news and unique digital-only content, including safety videos and audio recordings of 'close calls'. Readers can engage with peers from the aviation community by liking, sharing or commenting on the articles at flightsafetyaustralia.com. The site attracted 352,078 unique visitors during 2023–24, an overall increase of 22% from 2022–23.

E-newsletter and emails

In 2023–24, CASA published 7 e-newsletters:

- *The CASA Briefing*, our monthly newsletter for people working in the aviation industry or interested in aviation, which averages approximately 48,000 subscribers per month
- *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 news

- *Maintenance Matters*, a monthly newsletter launched in August 2023 and distributed to aircraft maintenance engineers and maintenance organisations to update them on changes to the rules and safety topics for their sector
- *Focus on Flight Ops*, a newsletter sent to aviation operators every 1 to 3 months 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 information sessions
- *Know Your Drone*, a monthly newsletter with information for recreational users of drones and model aircraft, which is sent to more than 56,400 subscribers per month
- *Your safety is in your hands*, a monthly newsletter for rotary and fixed-wing pilots which encourages ongoing pilot safety education and promotes resources available in the Pilot Safety Hub
- *Know Your Drone Safety Advocates*, a quarterly e-newsletter sent to 57 CASA-recognised drone manufacturers, wholesalers and retailers, to maintain strong relationships, share regular updates and support them to educate customers on the drone safety rules when selling drones.

Table 9 provides details of subscriber engagement with our newsletter content in 2023–24.

CASA also communicated with the aviation community and general public through 686 targeted bulk emails during the year.

Table 9. E-newsletter campaigns, 2023–24

Frequency	E-newsletter	Subscribers	Open rate (%)	Click-through rate (%)	Click-to-open rate (%)
Monthly	<i>The CASA Briefing</i>	47,868	47	7	14
	<i>Know Your Drone</i>	56,484	50	4	7
	<i>Regulatory Wrap-up</i>	15,365	44	4	9
	<i>Your safety is in your hands – Pilot Safety Hub</i>	26,583	66	5	7
	<i>Maintenance Matters</i>	5,408	32	0	6
Quarterly	<i>Know Your Drone Safety Advocates</i>	57	55	6	10
Every 1 to 3 months	<i>Focus on Flight Ops</i>	5,897	37	3	6

Seminars and webinars

Our team of aviation safety advisors delivered 117 aviation safety seminars and 537 on-site visits around Australia, connecting with over 7,000 industry members.

The 2023–24 seminars explored the theme of *Fuel for Thought* for pilots. Key safety issues discussed were fuel exhaustion and starvation, decision-making, and general competency rules. The engineering seminar *Safety Culture, Critical?* discussed safety issues around workplace behaviour impacts on aviation safety, safety culture and regulatory changes.

Eleven AvSafety 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 more than 1,400 industry members, including many general aviation recreational pilots. Themes included non-controlled operations, sharing the sky with drones, airspace, weather and forecasting, flight planning, flight reviews

and low flying. More than 620 digital badges were issued to eligible webinar participants during the year to reward pilots for their commitment to continued learning.

To support the training and checking systems transition to the flight operations regulations, CASA:

- hosted 12 in-person industry briefing sessions around the country in May and June 2024, attended by a total of 92 operators, to answer questions and educate operators on the requirements for submitting their training and checking systems documentation
- held 3 webinars focusing on aviation medicine, with almost 900 participants in total, at which Dr Kate Manderson, CASA's Principal Medical Officer, and Dr Tony Hochberg, Deputy Principal Medical Officer, provided an overview of our medical functions.

To support balloon operators to transition to the new operational rules for ballooning, we held 2 webinars during the year. One was held in August 2023 on the overarching framework for the rules for balloons, and one in May 2024 on transitioning to the new operational rules for ballooning.

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

During our inaugural Maintenance Month in May 2024, we hosted 3 webinars attended by a total of more than 130 people. The webinars featured CASA subject matter experts and industry representatives. The topics included modular licensing, the journey from being an apprentice to a licensed aircraft maintenance engineer, and a 2023 aircraft maintenance engineer scholarship recipient sharing his experiences and strategies for staying focused despite challenges.

Plain English guides

A plain English guide for balloons and hot air airships was released in February 2024. The guide brings together all the regulations that apply to balloon and hot air airship crew and operators, including guidance materials and advisory documents, and sets them out in a clear, concise, easy to read and practical format. In the first 4 months of being online, the guide was downloaded more than 200 times.

A plain English guide to vertiport design – aimed at planning authorities, aerodrome operators, and aircraft manufacturers and operators – was released in May 2024. The guide provides an overview of issues to consider when thinking about building a vertiport, as well as the basics of design development, in a graphical format. Within its first 4 weeks of being available online, there were 1,131 page views and 446 downloads of the guide.

Significant work was undertaken on new guides being developed for flight crew licensing (rotary and fixed wing), maintenance of aircraft in private and aerial work operations, remote pilot licence holders and RPAS operators, and parachuting.

We also ensured that our existing guides were maintained and correctly reflected any regulatory changes.

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* campaign supports CASA's long-term goal of promoting safe recreational drone flying behaviours. Launched in December 2019, the campaign was evaluated in 2023 to assess its impact over 4 years. The analysis suggested possible campaign fatigue, with messages becoming repetitive for drone owners.

To address this, new videos and creative content were developed and tested with recreational drone flyers. The refreshed campaign content was received positively, with drone owners finding it informative, relatable and effective. It encouraged them to visit the campaign website, check the rules, and take the quiz.

There are an estimated 3 million recreational drone owners in Australia, with an estimated additional 2.1 million people planning to buy a drone within the next year. The fifth phase of the campaign ran from December 2023 to June 2024. During this phase, campaign awareness peaked at 45% in April 2024, reaching about 1.3 million drone owners. Awareness of the drone safety rules also increased significantly, rising to 62% in the June 2024 evaluation.

Drone owners and people who intend to purchase a drone in the next 12 months continue to view the campaign positively.

Over 80% agree that the ads are clear, include important information, and have a believable message. Many also agree that the campaign is educational, thought-provoking and motivating. Around 34% of owners surveyed during phase 5 indicated that they had adopted safer flying practices as a result of seeing the campaign. This proportion has steadily increased from 22% at the beginning of the campaign in 2019.

Awareness of each of the drone rules has significantly increased. In the phase 5 evaluation, drone owners correctly identified an average of 8 out of 11 rules, compared to an average of 7 rules correctly identified in 2020. Those who recalled seeing the campaign could identify one more rule on average than those who had not engaged with the campaign.

More than 347,500 users visited the *Know Your Drone* website, and more than 69,700 people took the *Know Your Drone* quiz.

The *Know Your Drone* campaign has effectively increased awareness and promoted safer practices among recreational drone owners, showing steady progress since it was launched in 2019.

Share the skies. Fly safe

Share the Skies. Fly Safe is a sub-campaign of the *Know Your Drone* campaign. It was developed in response to feedback from crewed aircraft operators and commercial drone operators, and data from the national drone detection system. This targeted campaign aimed to educate operators about the rules in shared airspace and encourage the use of CASA-verified drone safety apps. These apps help enhance situational awareness of nearby airports, helicopter landing sites, aircraft landing areas, and restricted airspace.

The targeted campaign was implemented in Surfers Paradise on the Gold Coast, an area known for its busy shared airspace with a diverse mix of air traffic and pilot experience. This includes the Westpac Lifesaver Rescue Helicopter Service, low-flying tourist

helicopters, flight training schools, domestic and international passenger aircraft, parachute operations, private and recreational crewed aircraft, and drone operations.

Running from March to June 2024, the campaign featured geographically based and interest-based targeted social media advertising, large format digital billboards, and street furniture advertising. It was supported by a program of community and stakeholder engagement. Permanent cautionary drone safety signage was also installed at 25 locations along the busy coastal corridor, in partnership with local authorities, to remind drone operators that rules apply.

Preliminary analysis of data from the national drone detection system showed a 36% decrease in drones detected in Surfers Paradise compared with the 3 months prior to the campaign, and a 31% decrease compared to the same time last year. The campaign will be evaluated in July 2024.

Your safety is in your hands

The *Your safety is in your hands* campaign demonstrated remarkable consistency and impact in 2023–24. Campaign awareness among pilots remains strong, with 83% of pilots having seen the campaign.

The campaign encourages pilots to keep up to date with aviation safety developments, refresh their knowledge, invest in their ongoing development and, most importantly, stay safe.

The campaign continued to have a significant impact on pilot behaviour, with 63% of pilots reporting they had taken some action after encountering the campaign, close to the previous year's 64%. Notably, there was an increase in pilots discussing the aviation safety campaign with their peers.

The campaign's messages continue to resonate, as 86% of pilots agreed that the campaign provides essential information, compared to 80% in the previous year. Additionally, 80% know where to find further details on aviation safety,

consistent with last year's result. Interest in visiting the Pilot Safety Hub remains high at 70%, demonstrating sustained engagement with the campaign's resources and primary call to action.

Access to safety information has seen positive trends. A robust 90% of pilots acknowledge the abundance of quality aviation safety sources provided by CASA. Engagement with safety information is also up, with 97% of pilots reporting they had encountered it in the past 2 months, and 71% reporting doing so 3 or more times in the past month. Time spent on safety education is significant, with a third of pilots having dedicated 6 or more hours over the previous 2 months. There is also improved confidence in locating the latest aviation safety updates, with 79% of pilots feeling assured. Engagement with CASA's audio 'close calls' has grown to 40%.

Pilots' attitudes and perceptions about safety practices show positive trends. A significant 74% strongly agree on the importance of checking weather forecasts. Pilots continue to exhibit good fuel planning practices and follow pre-flight checklists diligently.

Among rotary pilots, campaign awareness stands at 83%. Rotary pilots demonstrate strong engagement with the campaign and continue to see value in the provided safety information.

Overall, the campaign continues to maintain high levels of awareness and engagement, reinforcing the importance of ongoing aviation safety education. This year's results show that the campaign's reach and impact remain strong, building on the success of the previous year. With continued efforts, the campaign strives to further improve pilot safety behaviours and reduce the number of safety occurrences in Australian aviation.

Other campaigns

In addition to our flagship pilot and drone safety campaigns, we also promoted safety on a range of other topics in 2023–24:

- 5G – We actively encouraged operators to report any potential interference of fifth generation (5G) mobile network technology on radio altimeters or other integrated systems ahead of the introduction of the expanded 5G mobile network in Australia.
- ADS-B – We actively promoted the safety benefits of automatic dependent surveillance-broadcast (ADS-B) equipment. We provided information about the government rebate program which provided eligible operators a rebate of up to 50% for the purchase or installation of ADS-B equipment.
- Carbon monoxide safety – In March 2024, we commenced a carbon monoxide safety and awareness campaign, targeting piston engine pilots, operators and maintenance engineers. It highlights the dangers of carbon monoxide poisoning and encourages use of electronic (active) detectors during flight and maintenance.
- Maintenance Month – In May 2024, we launched our inaugural Maintenance Month to highlight the critical role of aircraft maintenance engineers. Throughout the month, CASA communication channels were drenched in 'engineering purple'. Activities included webinars with industry experts, a social media competition for aircraft maintenance engineers only, and maintenance-focused *Flight Safety Australia* articles and updates on our website, various newsletters, and social media channels.
- Dangerous goods – In June 2024, we completed market research to better understand domestic and international travellers' awareness, understanding, perceptions and behaviours in relation to travelling with dangerous goods. This research will inform the development of future communication and engagement strategies to provide stronger safety education on this issue. This research responds to industry feedback and the increased incidence and risk of passengers travelling with dangerous goods, particularly lithium batteries.

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 concluded his tenure as Chair of the ASAP on 30 June 2024, after 7 years in the role. Professor Murray has been a driving force behind the ASAP and we thank him for his insight and dedication, which has ensured the ongoing efficacy of the panel and its important role in providing timely and informed advice to the Director of Aviation Safety. The new Chair, Andrew Andersen, commenced in the role in July 2024.

The industry members in 2023–24 were Stuart Aggs, Dr Reece Clothier, Captain Ray Cronin OAM, Adrienne Fleming OAM, Mark Thompson, Lea Vesic, Andrew Monaghan and Shannon O'Hara. Together they represent a broad spectrum of the aviation industry, including the helicopter, air transport, recreational, aerial work, regional, flight training and RPAS sectors.

The ASAP met 3 times during 2023–24.

Technical working groups

The ASAP is supported by discrete technical working groups, established as required so that industry members and relevant technical experts can provide input to the panel on specific technical issues and proposals. Since the ASAP was established in 2017, 30 technical working groups have operated.

In 2023–24, 38 technical working group meetings were conducted, including face-to-face gatherings and videoconferences. This was supported by a broader consultation via the CASA Consultation Hub (consultation.casa.gov.au).

Aviation State Engagement Forum

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 2023–24, 103 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 2023–24, CASA accepted applications for its safety promotion sponsorship program and scholarships for aircraft maintenance engineers and safety managers.

Table 10 shows the value of CASA's sponsorships and grants and the numbers of organisations or events assisted in recent years.

Table 10. Sponsorships and grants, 2021–22 to 2023–24

Result	2021–22	2022–23	2023–24
Total funds	\$215,775	\$285,709	\$240,251
Number of organisations/events	43	52	39

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 in September 2023 and April 2024.

The Australian Transport Safety Bureau

The relationship between CASA and the ATSB is a function under sub-section 9(3) of the *Civil Aviation Act 1988* and is governed, in part, by a memorandum of understanding (MOU).

The MOU 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 MOU 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 the International Civil Aviation Organization (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 in 1944 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'.

Under the guidance and direction of its member States, 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 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.

In September 2023, CASA participated in an ICAO State Safety Program Implementation Assessment (SSPIA) and Focused Audit activity conducted in Australia.

The SSPIA is a performance-based activity, under the framework of the Universal Safety Oversight Audit Program Continuous Monitoring Approach, in which ICAO assesses the level

of maturity of a State Safety Program (SSP) by conducting a systematic and objective review of the State's implementation and maintenance of its SSP. ICAO assessed Australia as having a mature aviation safety system overall that proactively identifies, manages and mitigates safety risks.

The Focused Audit assessed Australia against a subset of 212 prescriptive ICAO priority protocol questions across 8 critical elements and audit areas of Australia's safety oversight system, for many of which CASA is responsible. The Focused Audit concentrated on assessment against updated ICAO international standards and practices and more robust evaluation practices, as a result of changes to the ICAO audit approach.

In February 2024, ICAO completed its final report of the Focused Audit. Overall, it assessed Australia as having a mature aviation safety system that proactively identifies, manages and mitigates safety risks. The report highlighted some areas where Australia could more fully realise the benefits of closer alignment with ICAO's standards and practices. These areas will be responded to through agreed corrective action plans and updates to Australia's SSP and the National Aviation Safety Plan published by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. CASA contributes to these planning documents through working groups established under a multi-party MOU between Australian Government participants for international aviation.

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 3 parties fund the Australian Permanent Mission to ICAO 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 June 2024, CASA and Transport Canada Civil Aviation signed an MOU to provide a mechanism to engage on sharing information and data on aviation safety; mutual cooperation and technical assistance; training programs and knowledge exchange; and development of technical arrangements for mutual recognition following further comparisons. The first work plan under the MOU was signed for mutual cooperation on risk assessment methodology training programs for RPAS.

In 2023–24, work continued on the development of a collaborative working arrangement with the United Kingdom Civil Aviation Authority (UK CAA), including visits to Australia in March 2024 and the United Kingdom in June 2024 to build confidence in regulatory processes. The arrangements will include airworthiness certification, production certification and aircraft maintenance.

Engagement with aviation authorities

CASA continued to proactively engage and maintain positive working relationships with other key aviation authorities in 2023–24.

CASA is an Executive Committee member of the Federal Aviation Administration (FAA) – Asia-Pacific (FAA-APAC) 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 of the forum, including those on advanced air mobility (AAM), uncrewed aircraft systems certification, continued operational safety, and surveillance strategies.

In January 2024, CASA hosted FAA-APAC bilateral partners in Canberra. The FAA Executive Committee consists of airworthiness representatives from CASA, the Civil Aviation Administration of China, the FAA, the Japan Civil Aviation Bureau and the Korea Office of Civil Aviation (South Korea). Strategic direction was set in the areas of AAM aircraft certification, aircraft hydrogen propulsion systems, and streamlined validation of certified AAM aircraft.

CASA is leading the coordination of an innovation working group of the National Aviation Authority Network, with Canada, New Zealand, the United Kingdom and the United States of America. The innovation working group is in the process of developing a roadmap for the type certification of AAM aircraft. This roadmap outlines a unified and strategic approach for the type certification of AAM aircraft, including the harmonisation of airworthiness standards and the streamlined validation of certification approvals issued by authorities in the network. The network aims to foster cooperation, learning and sharing of best practices by working in partnership on common challenges in aviation.

CASA continued working to establish a Technical Arrangement for Airworthiness with the UK CAA. The scope of this arrangement includes aircraft certification, production and maintenance. Once the arrangement is in place, aircraft parts and equipment subject to the arrangement that are designed, manufactured, or maintained in each country will be accepted by the UK CAA and CASA without the need to redo a regulatory assessment carried out by the other authority. In March 2024, CASA hosted a visit during which the UK CAA reviewed our regulations, processes, and industry approvals in areas covered by the arrangement. CASA also visited the United Kingdom in June 2024 to further develop the collaborative working arrangements. The arrangement has the potential to deliver significant benefits to the Australian aviation industry and complements agreements already in place with jurisdictions such as Japan, Singapore and the United States of America.

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 2023–24, regional cooperation included activities focused on:

- aviation safety seminars to improve industry education and outreach in Indonesia
- the 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. With grant funding, CASA supported aviation medicine training and professional development in the Pacific and worked closely with the Tonga Civil Aviation Division under an MOU 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.



Image: CAE, Qantas, and CASA evaluation team members involved in A220 qualification process

New simulator for Airbus pilot training

The first A220 simulator was put through its paces and certified during the year.

This model of simulator is a first of type for Australia and achieved a level D certification on 14 August 2023.

The new simulator will be used to train National Jet Services (QantasLink) pilots for their A220 type rating and subsequent or recurrent training and checking.

It supported the commencement of commercial A220 flights by QantasLink in February 2024.

The simulator offers an identical cockpit set-up and layout to the real aircraft, a broad field of vision, and simulation in day, night, and dusk conditions as well as all types of weather.

To qualify the level D flight simulator, the operator first submitted a qualification test guide (QTG) which was reviewed by an engineering test flight specialist.

Once assessed as satisfactory, the CASA flight simulator team commenced an onsite evaluation where a sample of tests were run to confirm that the simulator met the required standards.

Tests were run to simulate an engine failure, some of the most common malfunctions, low visibility operations, emergency descents, upset prevention recovery training, and all the approaches a pilot will need to show competency for an instrument rating.

The qualification certificate was awarded following the successful completion of all required testing.



Image: Nicola MacPhail from Hover UAV

New beyond visual line-of-sight exam for remote pilots

CASA launched the new beyond visual line-of-sight (BVLOS) outside of controlled airspace (OCTA) aeronautical knowledge standards and guide and exam for remote pilot licence (RePL) holders.

The exam is an alternate pathway to sitting the instrument rating exam (IREX), for RePL holders intending to fly BVLOS OCTA.

It was a deliverable of CASA's RPAS and AAM Strategic Regulatory Roadmap.

The exam creates an alternative training pathway for RePL holders who intend to fly BVLOS operations outside of controlled airspace under an approval issued to a remotely piloted aircraft operator's certificate (ReOC) holder.

Previously, remote pilots who wanted to fly BVLOS needed to pass the IREX – an exam originally designed for pilots of crewed aircraft.

The new exam is tailored specifically for operations outside of controlled airspace, helping to reduce and streamline training while ensuring an appropriate level of safety.

The exam was created to meet the needs of the RPAS industry and followed public consultation and engagement activities.

To sit the exam, remote pilots must have a RePL.

Remote pilots wishing to fly BVLOS in controlled airspace will still need to pass the IREX.

The first to pass the exam was Nicola MacPhail from Hover UAV.

Nicola believes the new exam will benefit more remote pilots seeking to develop their BVLOS capabilities, especially among those without a background in crewed aviation.

'The BVLOS OCTA is much more appropriate, accessible and cost-effective way for remote pilots to develop their BVLOS skills than sitting the IREX,' she says.

For more information about the exam, including eligibility and costs, visit the CASA website.

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 102



People management

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

Strategy

CASA's *People and Culture Strategy 2022-2027* 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 this strategy supports the wellbeing and effectiveness of our workforce as we navigate the opportunities and challenges ahead.

During 2023–24, CASA released its *Strategic Workforce Plan 2024–2027*. The plan establishes a program of work over the next 3 years to ensure that CASA has the right people, with the right skills, in the right jobs, at the right time, both now and into the future. This will position CASA to effectively adapt to a rapidly changing aviation industry, position us as an employer of choice, and, importantly, ensure that our workforce has the skills and experience to enable us to successfully regulate the aviation industry.

Key achievements

In 2023–24, CASA progressed a number of significant people management initiatives, including:

- successfully negotiating a new enterprise agreement
- finalising the strategic workforce plan
- developing a psychosocial action plan to ensure that CASA provides a psychosocial safe workplace for all employees
- implementing 65 of 70 (92.8%) of the stretch reconciliation action plan (RAP) deliverables, covering a wide range of activities in CASA's reconciliation journey and learnings to take into future RAP years
- engaging 2 graduates via the Australian Public Service Graduate Development Program, who are employed in the workforce analytics and aircraft certification teams.

Employees

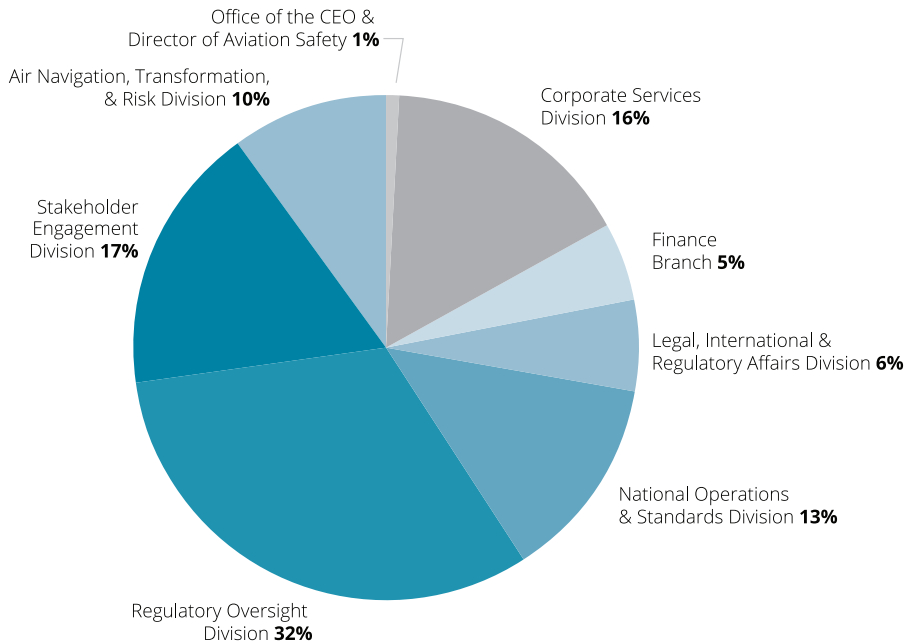
At 30 June 2024, CASA had 834 employees, comprising 802 ongoing employees and 32 non-ongoing employees (including casuals). The ongoing total included 792 operative ongoing employees and 10 inoperative ongoing employees.

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. At 30 June 2024, CASA's ASL was 818 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 12 shows the breakdown of employees into CASA's main work areas.

Figure 12. Proportion of employees by work area at 30 June 2024



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 2023–2026*, which commenced on 11 March 2024. The agreement allows for 3 salary increases for all classifications covered by the agreement. This is in line with the bargaining parameters of the *Public Sector Workplace Relations Policy 2023*. CASA adopted most of the common conditions in the Australian Public Service Statement of Common Conditions, where they supported CASA’s operational needs.

At 30 June 2024, the proportion of employees covered by the enterprise agreement was 96.2%.

The remaining 3.8% of CASA employees are engaged under common law contracts that outline the terms and conditions of an individual’s employment. One remuneration increase was made available to those employed under common law contracts in 2023–24.

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 2023–24, CASA employees used an average of 12.8 days of unscheduled leave per FTE employee, as shown in Table 11.

Most unplanned absences (74.8%) were taken as personal leave. This was consistent with 2022–23, when 71.5% were taken as personal leave (the 2022–23 annual report incorrectly showed this proportion as 97.2%).

Table 11. Unplanned absence rates, 2021–22 to 2023–24 (days per FTE)

Financial year	CASA	Australian Public Service
2021–22	12.1	12.8
2022–23	14.5	13.2
2023–24	12.8	n.a. ^a

FTE = full-time equivalent staff member

a The Australian Public Service average for 2023–24 will be published in late 2024.

Employee turnover

In 2023–24, 98 ongoing employees separated from CASA. The ongoing employee separation rate was 12.2%, as shown in Table 12.

The primary 3 reasons for ongoing separation in 2023–24 were resignation from CASA (49.0%), resignation and movement to an Australian Public Service agency (23.5%), and retirement (19.4%). Voluntary redundancies accounted for 7.1% of separations.

Table 12. Employee turnover, 2021–22 to 2023–24 (% of ongoing employees)

Financial year	CASA	Australian Public Service
2021–22	11.6	8.1 ^a
2022–23	8.9	8.1 ^a
2023–24	12.2	n.a. ^b

a The 2022–23 annual report incorrectly showed these results as 7.0% in 2021–22 and 6.9% in 2022–23.

b The Australian Public Service average for 2023–24 will be published in late 2024.

Workplace diversity and inclusion

Throughout 2023–24, 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 and CASA's involvement with Diversity Council Australia, 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.

CASA is committed to enhancing the diversity of our workforce and recognises the positive impact of diversity of thought and diversity of experience. We actively support a range of programs to promote an inclusive workplace.

Gender equality

As part of the Australian Government response to the Australian Human Rights Commission's *Respect@Work* report, Commonwealth public sector employers are now required to report annually to the Workplace Gender Equality Agency (WGEA) in line with requirements set out in the *Workplace Gender Equality Act 2012*. CASA submitted mandatory information to WGEA in October 2023, covering the reporting period from 1 January 2022 to 31 December 2022.

For that period, CASA's gender pay gap (a measure of how we value the contribution of men and women in the workforce) was 27.0%, compared with an average of 13.5% for the Commonwealth public sector and 21.7% for workplaces reporting to WGEA. Factors contributing to CASA's gender pay gap include:

- under-representation of women in leadership roles
- over-representation of women in lower-level roles
- a higher percentage of female staff employed in part-time roles
- allowances such as endorsement loadings applying to some technical aviation roles, which are male-dominated positions.

Approximately 62% of CASA's workforce is male. A significant proportion of the technical aviation positions within the agency are occupied by men. Occupants of these positions, who are often required to have very specific qualifications, may be eligible to receive endorsement loadings of up to \$82,230 (Level 4 Endorsement Loading), in addition to their base salary. This directly contributes to the gender pay gap for CASA.

Indigenous employment

Five participants of the Indigenous Apprenticeships Program graduated in October 2023 and a further 2 participants will complete their programs in July 2024, having successfully completed a Diploma in Government and a 12-month placement at CASA.

CASA continued its involvement in the Jawun Australian Public Service 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. Between February and May 2024, Philippa Crome, Executive Manager Corporate Services, participated in the Jawun Empowered Communities Program, sharing her knowledge and experience of coaching and working with the Empowered Young Leaders Aboriginal Corporation Board and staff to help establish young leaders to be successful.

CASA also continued its journey of reconciliation and recognition through the procurement of new Indigenous artwork for the Sydney and Melbourne offices and supported the attendance of 4 First Nations staff members at the Indigenous Leadership Summit held in November 2023 on Gadigal land (Sydney), and 4 First Nations staff members at the First Nations Leadership and Allyship Summit held in May 2024 on Ngunnawal country (Canberra).

Diversity profile

Table 13 shows that the diversity of CASA's workforce improved over the past 3 financial years. Figure 13 provides a snapshot of our diverse workforce.

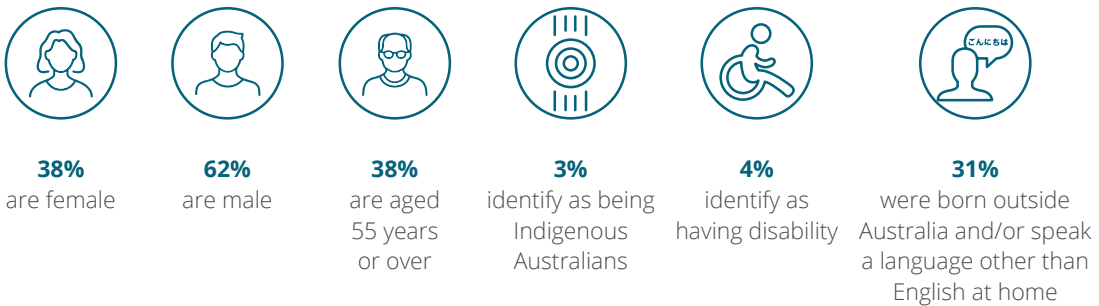
Table 13. Diversity in CASA's workforce, 2021–22 to 2023–24 (%)

Identity		2021–22	2022–23	2023–24
Aged 55 years or over		33.1	34.5	38.0
Culturally and linguistically diverse ^a		16.1	15.7	31.1
Gender	Female	38.1	39.2	37.8
	Other	0.1	0.1	0.1
	Male	61.8	60.7	62.1
Indigenous Australian		2.7	2.8	3.2
With disability		4.3	4.5	4.2

Note: Percentages are based on total employees (ongoing and non-ongoing employees) at 30 June 2024.

^a The results for 2023–24 use the revised definition of 'culturally and linguistically diverse' set out in the Australian Public Service Culturally and Linguistically Diverse Employment Strategy, which comprises employees born outside Australia and employees who speak a language other than English at home. The results for earlier years are based on 'non-English speaking background' as previously defined by the Australian Bureau of Statistics.

Figure 13. Diversity groups in CASA's workforce at 30 June 2024



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 4 employee-led diversity networks, which share common goals of:

- 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 2023–24.

CASA Abilities Network

The CASA Abilities Network (CAN) has 19 members and is championed by Andreas Marcelja, Executive Manager Stakeholder Engagement.

To mark International Day of People with Disability, this network hosted a disability confidence workshop attended by over 180 staff. Guest presenter Arpita Jauhari, CASA's relationship manager from the Australian Disability Network, shared her thoughts. The workshop focused on how organisations can be more inclusive and accessible in their practices.

On 11 April 2024, in recognition of World Parkinson's Day, CASA shared a video featuring a team member with Parkinson's disease. Following the format of the television program *You can't ask that...*, they answered questions about their condition and their technical aviation role, highlighting their journey, challenges, and CASA's support. The video has been viewed almost 100 times.

Gender Equity Network

The Gender Equity Network (GEN) is championed by Pip Spence, Chief Executive Officer and Director of Aviation Safety. GEN has 23 members.

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

- a webinar on *Imposter syndrome (self-doubt)*
- a podcast on *Women, financial guidance and mental health support* hosted by Converge International
- attendance of 19 staff members at a *Women in Leadership Course: Foundation Skills* session offered by Sydney University
- participation by 4 female staff members in an opportunity to shadow members of the senior leadership team
- 2 seminars to create awareness and understanding of menopause and ways to provide support to those affected by it, presented by Dr Kate Manderson, CASA's Principal Medical Officer, and attended by 298 employees.

Rainbow Skies Network

The Rainbow Skies Network is championed by Pip Spence, Chief Executive Officer and Director of Aviation Safety. Rainbow Skies has 21 members.

Key activities of the network included information sharing and whole-of-CASA events.

The network also supported key events such as:

- a cross-agency event held by CASA, the Australian Bureau of Statistics, the Bureau of Meteorology, CSIRO and Geoscience Australia, to discuss the IDAHOBIT Day Against LGBTQIA+ Discrimination theme for 2024 – *No one left behind: equality, freedom and justice for all*
- *Wear it Purple Day*, an event in recognition and support of LGBTQIA+ youth
- morning teas and happy hours to celebrate the Sydney Gay and Lesbian Mardi Gras.

The Rainbow Skies Network also promoted the Pride in Diversity program, a national, not-for-profit employer support program dedicated to LGBTQIA+ workplace inclusion. This affiliation underscores CASA's commitment to nurturing a workplace culture that celebrates diversity and embraces all individuals, regardless of sexual orientation or gender identity. 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, and has 19 members. Through the dedicated efforts of network members and documented strategies within CASA's RAP, the network:

- recognised annual commemorative days, including National Sorry Day and Mabo Day
- held the annual CATSIEN conference in May 2024, on Meanjin country (Brisbane), to align with National Reconciliation Week and Mabo Day
- celebrated National Reconciliation Week, along with other CASA employees, with a face-to-face and online event featuring a Welcome to Country by Yuggera Elder Steven Coghill, a performance by Kutaw Zoeru Traditional Dance Group, and a presentation by Philippa Crome, sharing her reflections on her Jawun experience.

Employee training and development

The highlights of CASA's employee training and development activities in 2023–24 included:

- developing and implementing online training for employees of the Tonga Civil Aviation Division and Civil Aviation Authority of Solomon Islands as part of a grant agreement between CASA and the Department of Foreign Affairs and Trade
- implementing specialist training for CASA inspectors, covering air displays; aircraft composites; balanced relationships with the aviation industry; minimum equipment lists and permissible unserviceabilities; certificates of airworthiness; maintenance organisations; flight simulator training devices; management of change; non-destructive testing; performance-based navigation; safety investigation; and safety management systems
- delivering professional development initiatives, including training in leadership development and team management; incorporating technology for time efficiency; foundation skills in project management; writing skills; leadership development for women; and using office software
- delivering training in cultivating change leadership for people leaders and facilitating bespoke sessions around supporting staff through change
- conducting records management system workshops to provide training on system upgrades and information management best practices, with over a quarter of CASA staff attending face to face or online
- commencing a senior leadership team development program in which each member of the team completed a 360-degree feedback process and individual coaching sessions and took part in group projects and a group workshop.

During 2023–24, CASA developed 15 facilitator-led, 33 eLearning and 2 video training modules.

CASA employees:

- completed 2,522 classroom/webinar training sessions and 12,804 eLearning sessions delivered by CASA
- completed 326 courses and accessed 9,220 training videos online through LinkedIn Learning.

Aviation industry personnel completed 15,981 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 14. 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, Innovation and Continuous Improvement Award and Everyday Hero Award.

Table 14. Employees recognised though the CASA Awards, 2023–24

Award	Recipient(s)	Division/branch
Australia Day Achievement	Peter Callow	Finance Branch
Above and Beyond	Rowan Kimber	National Operations and Standards Division/ Emerging Technologies and Regulatory Change Branch
	Leanne Graham	Legal, International and Regulatory Affairs Division/Advisory and Drafting Branch
	Jeff Street	Legal, International and Regulatory Affairs Division/Advisory and Drafting Branch
	Shirish Tomer	Corporate Services Division/Information Technology Branch
	Helen Woodman	Corporate Services Division/Organisational Strategy, Change and Information Management Branch
	Stephen Fickling	Stakeholder Engagement Division/Sport and Recreation Aviation Branch
	Zane Tully	Stakeholder Engagement Division/Sport and Recreation Aviation Branch
	Sue-anne Munckton	Stakeholder Engagement Division/ Communications Branch
	Amy Carter	National Operations and Standards Division/ Emerging Technologies and Regulatory Change Branch
	Kylie Ceely	Finance Branch
	Amber Daniel	Regulatory Oversight Division/Surveillance Branch
	Caroline Williams	Stakeholder Engagement Division/Client Services Centre
	Isobel Kimball	Finance Branch
	Danielle Tooke	Stakeholder Engagement Division/Industry and Government Engagement Branch
	Prudence Carpenter	Corporate Services Division/ Executive Manager Office
	Inderpal Walia	Corporate Services Division/Information Technology Branch
	Bushra Ismaiel	Corporate Services Division/Information Technology Branch

Award	Recipient(s)	Division/branch
Director of Aviation Safety Achievement	Larissa Kaye	Stakeholder Engagement Division/ Communications Branch
Inclusion	Laura Marsh, Jess Josey, Jaclyn Smith and Saskia Coleman	Legal, International and Regulatory Affairs Division/Advisory and Drafting Branch National Operations and Standards Division/ Emerging Technologies and Regulatory Change Branch Regulatory Oversight Division/Surveillance Branch
Innovation and Continuous Improvement	Warren Hawkins	Air Navigation, Transformation and Risk Division/ Safety, Risk and Intelligence Branch
	Sam Chapman	National Operations and Standards Division/ Emerging Technologies and Regulatory Change Branch
	Karin Bullock	Corporate Services Division/People and Capability Branch
	Sam Nolan	Corporate Services Division/People and Capability Branch
	Javeeth Mohammad, Feride Ozdemir Aktas, Pan Subramanian, Surya Das and Carolyn Mossler	Corporate Services Division/Information Technology Branch
Leadership	Shawn Ottway	Regulatory Oversight Division/Operational Implementation Branch
Everyday Hero	Lara Williams	Corporate Services Division/People and Capability Branch
	Maile Berry	Air Navigation, Transformation and Risk Division/ Transformation Branch
	Denise Morman and David Barmettler	National Operations and Standards Division/ Emerging Technologies and Regulatory Change Branch
	William David	National Operations and Standards Division/ Airworthiness and Engineering Branch
	Bradley Cowan, Liz Derricks and Philip Harris	Regulatory Oversight Division/Surveillance Branch Regulatory Oversight Division/Regulatory Services 2 Branch
	Susan Dewar	Regulatory Oversight Division/Operational Implementation Branch

Award	Recipient(s)	Division/branch
Everyday Hero (continued)	Jodie Summers	Corporate Services Division/Organisational Strategy, Change and Information Management Branch
	Jennifer Oakhill	Corporate Services Division/People and Capability Branch
	Melanie Swed	Legal, International and Regulatory Affairs Division/Litigation, Investigations and Enforcement Branch
	Ceri Bartlett	Stakeholder Engagement Division/Communications Branch
	David Gellini	Finance Branch
	Alicia Munt	Corporate Services Division/Information Technology Branch
	Chloe McGovern	Legal, International and Regulatory Affairs Division/Advisory and Drafting Branch
	Colin McLachlan	Office of the Chief Executive Officer and Director of Aviation Safety
	Di Molnar	Corporate Services Division/Organisational Strategy, Change and Information Management Branch
	Jose Vinales and Julie Asher	Corporate Services Division/Information Technology Branch Legal, International and Regulatory Affairs Division/Litigation, Investigations and Enforcement Branch
	Nadia Spesyvy	Legal, International and Regulatory Affairs Division/Advisory and Drafting Branch
	Thilini Hewawasam	Corporate Services Division/Organisational Strategy, Change and Information Management Branch
	Ashleigh Kraft	Stakeholder Engagement Division/Industry and Government Engagement Branch
	Michelle Harris, Larissa Kaye, Steve Creedy, Paddy Doulman, Dragica Barac, Katherine Anderson, Carly Summerell and Natalie Johnson	Stakeholder Engagement Division/Communications Branch

CASA also recognises the achievements and commitments of employees when they reach 5 yearly milestones of service with CASA.

Table 15 lists the 20- and 25-years milestone award recipients in 2023–24.

Table 15. Recipients of CASA milestone awards for length of service, 2023–24

Length of service	Recipient(s)
25 years	Kevin Gardiner, Julie Parkinson, Dale South, Ben Wilson
20 years	Michelle Allison, Paul Baker, Julie Codyre, John Grima, Sophie Joshua, Michael Juelg, Steve Manton, Peter O’Keeffe, Duncan Rech, Walid Wazir

Work health and safety

The wellbeing pillar within CASA’s *People and Culture Strategy 2022–2027* continues to provide the roadmap to embed strong WHS practices that promote a focus on the physical, emotional and mental wellbeing, safety and development of our people.

To ensure that CASA is well positioned to support psychosocial wellbeing of employees, a program of work for continuous improvement in the management of psychosocial risk was commenced. In May 2023, CASA engaged organisational psychologists to undertake a discovery review to identify psychosocial factors that pose a risk to, or enhance, the mental health of employees. To respond to the findings from the discovery review, CASA formed a representative working group in October 2023. The working group developed a psychosocial risk management action plan through a co-design process with occupational psychologists and broader consultation across CASA.

CASA’s *Psychosocial Risk Management Action Plan* was approved by the executive committee and published for staff in March 2024. The plan forms the basis for a long-term approach to continuous improvement in managing psychosocial risk. Its objective is to bring a sustained and systematic approach to enhancing culture, capability and understanding to support psychosocial wellbeing of employees and meet our WHS legislative requirements.

Key areas of focus

During 2023–24, CASA’s strategic WHS priorities focused on:

- continuing the implementation of initiatives to improve the WHS management system, including new procedures on attending third-party workplaces and remote and isolated work
- enhancing capability and understanding to support psychosocial wellbeing of employees, including through updated resources, training and awareness-raising initiatives to better inform people of the support and wellness programs available
- supporting appropriate behaviour in the workplace through the delivery of 2 training courses to increase respect in CASA workplaces:
 - CARE for MATES (creating a respectful environment by motivating action through empowerment), an online course that addressed creating a respectful environment by motivating bystander action through empowerment
 - sessions on acceptable conduct and behaviour, delivered face-to-face across our offices by the Chief Executive Officer and Director of Aviation Safety and various executive managers

- launching a new eLearning package that provides guidance and education on managing mental health and wellbeing at work, consisting of 6 modules covering topics such as mental health awareness and fitness, developing a growth mindset, navigating change and uncertainty, building healthy workplace relationships, and self-care behaviour change.
- supporting the moves to agile work for the Brisbane office and new premises and agile work for the Canberra office, including through pre- and post-transition consultation and collaboration with staff to ensure a safe transition to agile working.

Throughout 2023–24, CASA's Wellness Hub featured articles, strategies and tips about stigma and mental health, bullying, World Kindness Day, being mindful during the holidays, World Hearing Day, and keeping your heart healthy and happy.

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 2024 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.

Training

CASA's commitment to ensuring that workers are informed of their obligations under the WHS Act continued throughout 2023–24, 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 was provided to employees:

- managing noise and preventing hearing loss – 78 employees across 2 sessions
- Comcare Managing Psychosocial Hazards at Work – 110 employees across several sessions.

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.

Health and safety initiatives

Free influenza vaccinations were made available to all employees from March to May 2024, either on site in CASA offices or via a pharmacy voucher. Table 16 summarises the results of the vaccination program and other key WHS activities.

Table 16. Results of work health and safety activities, 2023–24

Activity	Number
Employees who participated in the seasonal influenza vaccination program	385
Employees who had an individual workstation assessment ^a	26
Employees who were provided with case management support to stay at work or return to work safely while addressing significant personal or health issues	19
Employees who accessed early intervention assistance for work-related illness or injury	2
Incidents notified by employees	49
Hazards notified by employees	22
Employees and family members who accessed the employee assistance program	94
Operational employees who attended a hearing assessment	103
Operational employees working in remote areas who completed first aid training	13

^a Workstation assessments are conducted by a qualified service provider.

Investigations and compensation

In 2023–24, CASA had one dangerous incident that was notified to Comcare. There were no persons injured as a result of the incident, and CASA was not subject to any Comcare investigations. Following the incident, CASA reviewed its processes to identify any opportunities for improvement in its systems and practices.

Comcare premium

CASA's 2023–24 workers compensation premium rate was 0.77% of the 2023–24 payroll. This was an increase from 0.71% in 2022–23 and was lower than the average premium rate of 0.84% for all Comcare scheme participants in 2022–23. The primary factor contributing to the increase was an increase in the overall premium pool.

Early intervention

The early intervention assistance program is an ongoing program under CASA's rehabilitation management procedures and rehabilitation directive. In 2023–24, CASA approved eligible employee reimbursement for employees of approximately \$4,440.

Claims

Seven claims for workers compensation were lodged with Comcare in 2023–24. Four claims (all psychological claims) were rejected; 2 claims (one physical and one psychological) were accepted; and one claim (physical/psychological) is currently undetermined.



Image: CASA graduates at their Indigenous Apprenticeships Program graduation ceremony

CASA's Indigenous Apprenticeships Program graduates

The Indigenous Apprenticeships Program is a pathway for Aboriginal and Torres Strait Islander people to start their careers in the Australian Public Service (APS). Apprentices complete 12 months of work experience and obtain a nationally recognised qualification.

On 11 October 2023, at special ceremonies held across the country, more than 60 graduates of the 2022–23 program were presented with their certificates.

CASA's graduates were Thalia Uilelea, Bede Riley-Brown and Emma Brown from the Canberra office, Toni Schoof from the Brisbane office, and Montana Rajak from the Darwin office.

Thalia says she is grateful to the Finance Branch for welcoming her into their family and giving her an opportunity to cycle through 3 different teams.

'Throughout my studies I was very well supported by my colleagues and managers, who often gave me extra study time and were patient enough to answer all my many questions.

'I was lucky enough to form strong bonds with my fellow Indigenous Apprenticeships Program colleagues too. It was so important for us all to have another support system, helping each other balance our work and study obligations.

'Having the CASA Aboriginal and Torres Strait Islander Employee Network was an extra layer of support and gave me a chance to learn from mob who have been at CASA for up to 10 years.

'I was able to network with other mob across Canberra and Australia who were doing the same program and meet people within CASA who had previously completed the program.

'I would recommend this program to First Nations people with an interest in joining the APS.'

CASA sponsorships

CASA's safety promotion sponsorship program supports a range of activities – such as scholarships, conferences, workshops, seminars and other educational initiatives – each year.

In 2023–24, CASA sponsored 39 organisations across the country to support our safety aims.

In Mildura, Adelaide-based aviation safety advisor Terry Horsam presented the CASA-sponsored annual Sir Donald Anderson awards. The ceremony, held as part of the Australian Women Pilots' Association's annual conference, recognised 3 pilots for their outstanding achievements in their professional pilot exams.

Across in Cowra, CASA's Branch Manager Industry and Government Engagement, Ann Redmond, presented at the Australian Beechcraft Society Pilot Proficiency Program. The event attracted close to 100 participants and allowed an opportunity for members to ask questions about CASA's role and how we could work together to improve safety.

The Australian Aviation Wildlife Hazard Group Workshop was held on the Gold Coast over 3 days, with 36 attendees. Attendees discussed best practice and development recommendations for wildlife strike reporting and record keeping, and wildlife strike minimisation (aircraft-based mitigations).

In Brisbane, CASA Chief Executive Officer and Director of Aviation Safety Pip Spence delivered the welcome to industry presentation at the Women in Aviation National Conference. Attracting more than 150 attendees, the event attracts high school students and aviation professionals. CASA sponsored the Safety or Human Factors Course Scholarship, which provides financial support to a member to complete a safety or human factors course.

In Albion Park, CASA sponsored the Australian Aviation Hall of Fame. This included participating in their annual gala dinner where CASA took part in the induction of Captain Edgar Charles Johnston DFC into the hall of fame.

In Taree, a pilot seminar on operating safely at non-controlled aerodromes was held with CASA's financial support. The 27 participants ranged from new student pilots to



Image: Aviation Hall of Fame gala dinner

experienced pilots. Attendees were provided with a CASA showbag containing various items, including the plain English guide for Part 91 of the Civil Aviation Safety Regulations (General operating and flight rules).

CASA is also the primary sponsor of the Wings Awards, run by *Australian Flying*. Between August and October 2023, recipients of the 2023 awards were presented in Nowra, Warnervale, Bankstown and Archerfield. Three awards for 2024 were also presented during the reporting period, to recipients at Darwin, Essendon and Moorabbin.

CASA also sponsored the Recreational Aviation Australia National Safety Month. This is an annual event held to emphasise the importance of aviation safety, encourage active engagement in safety programs, and share safety information across the recreational aviation community.

The main safety focus for 2023 was the delivery of a fatal accident series which promoted safety information, articles, and occurrence summaries based on the most common causes of fatal accidents recorded in Recreational Aviation Australia statistics.

CASA's safety promotion sponsorship program targets community and not-for-profit recipients and accepts applications all year round. Sponsorship is normally in the form of financial support but could also include goods or services, such as supplying information materials or providing staff to speak at a conference or event.



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	108
• Regulator performance framework	111
• Operational information	112
• Enforcement actions	112
• Compliance with finance law	112
• Significant activities and changes	112
• Freedom of information	113
• Related entity transactions	113
• Insurance and indemnities	113
• Environmental sustainability	114
• Emissions reporting	115
• Procurement	118
• Advertising	118

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 23 October 2023, 12 February 2024 and 29 May 2024.

CASA responded to 57 parliamentary questions on notice during 2023–24.

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 AAT 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*.

In November 2020, an applicant (aged 32) was diagnosed with inattentive type attention-deficit/hyperactivity disorder (ADHD) and prescribed Ritalin. The AAT allowed an application for review of CASA's decision to refuse to issue the applicant with either a Class 1 or a Class 2 medical certificate made under regulation 67.180(1) of the Civil Aviation Safety Regulations 1998.

On 2 November 2023, the AAT set aside the decision under review and remitted the decision to CASA for reconsideration subject to a direction that the applicant does not fail to satisfy the safety-relevant condition criterion or the medication criterion by reason of his ADHD, his use of Ritalin or a combination thereof. CASA is currently considering its position in relation to the matter.

During 2023–24, there were no applications for review by the Federal Court of CASA decisions previously reviewed by the AAT.

Full information regarding AAT decisions can be found in tables B.8 to B.10 in Appendix B.

Administrative scrutiny

During 2023–24, CASA was not the subject of any reports by the Commonwealth Ombudsman or the Australian National Audit Office.

Investigations

During 2023–24, the Office of the Australian Information Commissioner concluded 4 investigations arising from CASA's administration of requests under the *Freedom of Information Act 1982* (FOI Act).

Three of the decisions under investigation were withdrawn by the applicant and the decision subject to the other investigation was affirmed by the Commissioner.

Coronial inquiries

This section includes information about coronial inquiries where findings were handed down during the 2023–24 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.

CASA was a party to an inquest held on 17 to 20 July 2023 in the Queensland Coroner's Court, relating to a fatal accident involving a Cessna 404 aircraft (VH-OZO) which occurred on 11 March 2020 when the aircraft departed Cairns en route to Lockhart River. The Coroner's findings were handed down on 30 August 2023. CASA's responses to those findings are set out in Table B.11 in Appendix B.

In addition, CASA was granted leave by the Victorian Coroner to re-open, and to be an interested party in, the inquest into the death of Matthew Farrell, who was killed on 18 September 2022 when his light sport aircraft crashed at Lucyvale in north-eastern Victoria. CASA is preparing its evidence for these proceedings, which will continue into the coming year.

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 the CASA Board, the ICC considers complaints to establish whether CASA's administrative actions, decisions or services were wrong, unjust, unlawful, discriminatory or unfair.

The ICC is also CASA's Ethics and Integrity Officer (E&IO). The E&IO provides advice to staff about how to escalate ethics or integrity issues and conducts investigations on those issues where appropriate. In 2023–24, 7 E&IO matters were raised and reviewed.

Complaints received and resolved

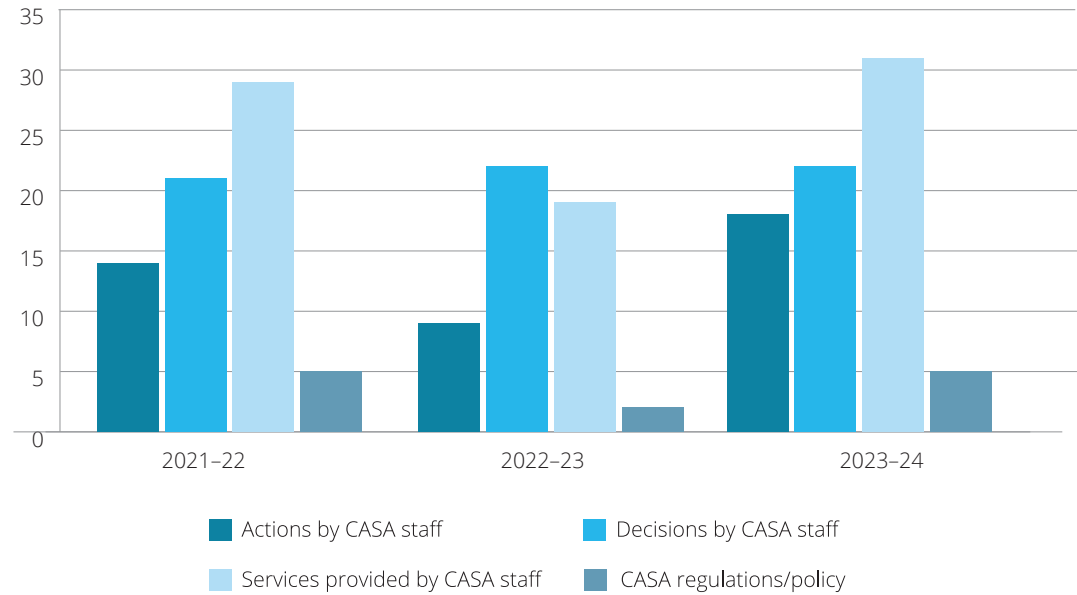
The ICC resolved a total of 542 complaints in 2023–24, of which:

- 466 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
- 55 were standard complaints
- 21 were complex complaints, which required expert advice, related to novel issues or presented a wide range of questions.

Figure 14 shows complaints resolved each year from 2021–22 to 2023–24, by the subject matter of the complaint.

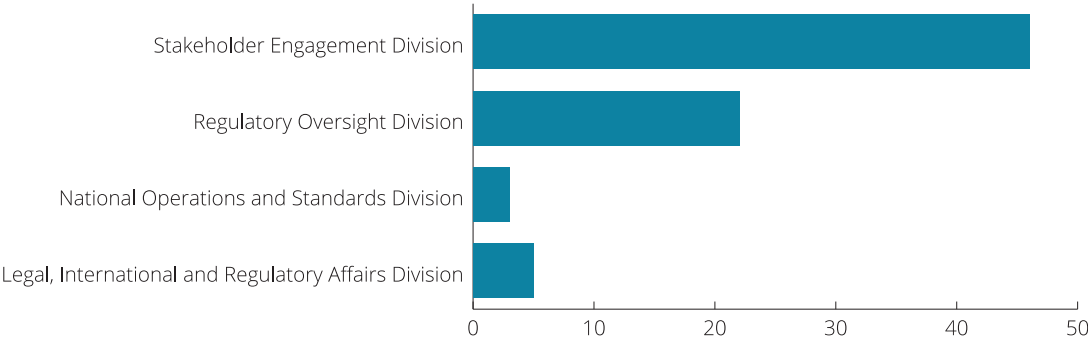
Figure 15 shows the breakdown of complaints resolved in 2023–24, by the business area about which the complaint was made.

Figure 14. Complaints by subject matter, 2021–22 to 2023–24



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

Figure 15. Complex and standard complaints resolved, by business group, 2023–24



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

Table 17. Complaints processed within timeliness targets, 2021–22 to 2023–24 (%)

Type	2021–22	2022–23	2023–24
Simple cases (within 5 days)	100	100	100
Standard cases (within 30 days)	90	100	95
Complex cases (within 90 days)	100	88	90

Timeliness of processing

Average processing times for the 542 complaints resolved in 2023–24 were 1 day for simple cases, 10.7 days for standard cases, and 53.9 days for complex cases.

Table 17 shows a comparison of timeliness in each year from 2021–22 to 2023–24.

Complaint outcomes

The ICC provided a positive outcome for complainants in 36 of the 76 standard or complex complaints resolved in 2023–24. Positive outcomes include facilitating further communication with CASA; 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 that things could have been done better.

Out of jurisdiction complaints

Since the resumption of travel following COVID-19 restrictions, the ICC has been receiving an increased number of complaints about airlines and travel agents. In 2023–24, 448 such complaints were made. 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 2023–24 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 (TWGs) and the Aviation Safety Advisory Panel (ASAP), 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.

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 an immediate 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.27 and A.28 in Appendix A show details of infringement notices and matters referred for prosecution, and other compliance-related action.

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 has no significant issues to report to the Minister in relation to non-compliance with finance law in 2023–24.

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 regulatory changes were undertaken, including:

- completing the reforms to our continuing airworthiness regulatory framework
- rolling out the National Oversight Program
- addressing issues that pose an unnecessary burden of costs on the sector
- updating processes and guidance information for the new regulations for industry
- implementing a risk-based and data-driven approach to further support industry's transition to the flight operations regulations: www.casa.gov.au/rules/changing-rules/flight-operations-regulations-transition.

Implementation activities are tailored to the appropriate audience and the scope of industry requirements, to ensure they are appropriate, pragmatic and defensible. For further information relating to regulatory changes visit the CASA website at www.casa.gov.au/resources-and-education/publications-and-resources/corporate-publications/forward-regulatory-program/expected-regulatory-change-activities-timeline.

Freedom of information

In 2023–24, CASA received 203 new requests for access to documents under the *Freedom of Information Act 1982* and completed 188 requests.

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.

Related entity transactions

In 2023–24, 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, including in the course of performing functions under the *Civil Aviation Act 1988*.

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 2023–24, 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.

CASA has commenced a process to transition its sustainability initiatives from the environmental management system to CASA's Emissions Reduction Strategy in line with the requirements of the Net Zero in Government Operations Strategy, which supersedes the Energy Efficiency in Government Operations Policy.

As stated in the strategy:

Net zero broadly refers to reducing greenhouse gas emissions through a combination of energy efficiency, renewable energy and other measures, and usage of offsets. Progress towards and the achievement of the net zero target will be calculated at the aggregate level of all included entities, with annual reporting supporting scrutiny on individual entity performance.

CASA will endeavour to meet the target of net zero government emissions by 2030, even though participation is not mandatory for corporate Commonwealth entities.

Measures taken to minimise the impact of activities on the environment

CASA's Energy Management Plan is to be reviewed to ensure that the energy usage targets are relevant to current usage following our Canberra office's relocation to 18 Marcus Clarke Street.

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

During the year:

- CASA maintained ACT Smart recycling accreditation – we have been accredited since the program commenced.
- A waste audit was conducted in the Brisbane office (a waste audit was not conducted in Canberra, due to the office relocation).
- The Melbourne office maintained its position in the top 3 recyclers (based on percentage recycled) at 720 Bourke Street.
- Ongoing light audits were conducted in the Brisbane and Canberra offices to ensure that no unnecessary lights remained on after hours.

Environmental performance

CASA's environmental performance is demonstrated by our use of resources and the emissions that arise from our operations.

Office energy use

Total electricity emissions have decreased because the new Canberra office does not have a dedicated computer server room or the air-conditioning infrastructure previously required. The new office utilises energy-efficient LED lighting and motion sensors which ensure that lights operate only when the rooms are in use.

Electricity usage in the regional sites has again decreased slightly, as the number of staff working from a CASA office has decreased because more staff are working from home.

Motor vehicle fleet

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

CASA continues to push forward with plans to include zero emissions vehicles in the motor vehicle fleet. The availability of suitable models, the increased cost of the vehicles, and the current lack of charging infrastructure are factors holding back CASA's transition to zero emissions vehicles and petrol hybrid electric vehicles.

CASA has negotiated for a charging station to be installed in the Melbourne office by the lessor. Charging points are provided in the new Canberra building as part of the lease, and the lessor of the Brisbane office has approved the installation of a charging station at CASA's expense.

It has been widely reported that the charging infrastructure for electric vehicles in Australia is not at the required level to adequately service the growing number of electric vehicles that are being purchased or leased.

CASA has developed a lease expiration and renewal strategy to ensure that vehicles that are not being utilised and are not a required resource for the respective CASA office are not replaced at lease expiry. If a vehicle is to be replaced, it is replaced with a petrol hybrid electric vehicle or a zero emissions vehicle.

Waste management and resource efficiency

CASA purchased less paper in 2023–24 than in 2022–23. This is due to the decrease in the number of staff attending a CASA office.

This is not reflected in the total office paper recycling figure. The total recycling figure is significantly higher than in the previous year, due to the clean-up undertaken prior to the relocation to 18 Marcus Clarke Street.

There has been no white copy paper manufactured in Australia since January 2023, when the last Australian Paper mill closed. The first white paper imported after the paper mill's closure was neither carbon neutral nor made with any recycled content.

Emissions reporting

Tables 18 and 19 provide CASA's report on the greenhouse gas emissions arising from its operations in 2023–24, as required under the Net Zero in Government Operations Strategy.

The reporting of emissions is overseen by the NetZero Unit within the Department of Finance. The reporting tool provided by the NetZero Unit converts the raw data into carbon dioxide equivalent emissions (CO₂-e).

Not all waste data was available at the time of this report, and amendments to data may be required in future reports. Emissions data for hire cars for 2023–24 was sourced from a third party and may be incomplete due to a lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

Table 18. Greenhouse gas emissions inventory – location-based method, 2023–24

Emission source	Scope 1 CO ₂ -e	Scope 2 CO ₂ -e	Scope 3 CO ₂ -e	Total CO ₂ -e
Electricity (location-based approach)	N/A	548.770	60.431	609.201
Natural gas	0.000	N/A	0.000	0.000
Solid waste ^a	N/A	N/A	12.090	12.090
Refrigerants ^{a,b}	0.000	N/A	N/A	0.000
Fleet and other vehicles	32.045	N/A	8.110	40.155
Domestic commercial flights	N/A	N/A	872.765	872.765
Domestic hire car ^a	N/A	N/A	20.653	20.653
Domestic travel accommodation ^a	N/A	N/A	363.043	363.043
Other energy	0.000	N/A	0.000	0.000
Total t CO₂-e	32.045	548.770	1,337.092	1,917.907

t CO₂-e = tonnes carbon dioxide equivalent

a Emission source collected for the first time in 2023–24.

b Optional emission source for 2023–24 emissions reporting; CASA has nothing to report in this category.

The electricity emissions reported in Table 18 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 19.

Table 19. Greenhouse gas emissions from electricity, 2023–24

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Percentage of electricity use
Electricity (location-based approach)	548.770	60.431	609.201	100%
Market-based electricity emissions	313.244	38.672	351.916	57.77%
Total renewable electricity	–	–	–	53.77%
Mandatory renewables ^a	–	–	–	18.72%
Voluntary renewables ^b	–	–	–	35.05%

t CO₂-e = tonnes carbon dioxide equivalent

a Mandatory renewables are the proportion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.

b Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).

Sustainable fit-out at 18 Marcus Clarke Street

The fit-out of CASA's new office at 18 Marcus Clarke Street in Canberra was designed and constructed with environmental sustainability in mind.

Timber finishes were used extensively in the office design, on walls and ceilings, and in pergolas and screens that divide the space. While it has the look, feel and strength of mature Tasmanian oak, the timber used is actually a product crafted from the pulp of juvenile trees, which would otherwise be used for woodchips.

Waste was avoided by retaining existing elements of the building, such as the ceiling grid and carpet tiles, where possible. New products selected for their low environmental impacts included:

- acoustic wall panelling made from recycled PET bottles
- 100% recyclable acoustic ceiling tiles made from all natural materials
- carpet tiles and resilient vinyl flooring made from recyclable, carbon neutral products.

To minimise harmful off-gassing, E0 MDF (zero-formaldehyde medium density fibreboard) substrates were used for all joinery units and furniture, and the paints used were low in volatile organic compounds.

All existing gas-powered hot water systems were replaced with electric-powered heat pumps, to reduce emissions from energy consumption, and all the light fittings installed use LEDs.

Procurement

CASA's procurement framework is consistent with the Commonwealth Procurement Rules, ensuring that the core principle of value for money underpins all CASA procurement.

CASA's procurement framework has established systems, allowing procurement to be conducted in an efficient, effective, economical and ethical way that is tailored to support CASA's operations.

Standard procurement documentation is used wherever possible to simplify and streamline processes, creating uniformity to ensure consistency and reduce the burden on businesses responding to CASA approaches to market.

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

The total cost of consultancies in 2023–24 was \$2.1 million.

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 \$16,300 (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 2023–24, 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 outcomes aligned with strategic priorities of CASA.

Know Your Drone entered its fifth phase in 2023–24. The campaign was in market from December 2023 until June 2024. It included a range of search, social media, digital display, and online video advertising.

Your safety is in your hands entered its second phase in 2023–24. The campaign was in market from July 2023 until June 2024. It 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 2023–24.

The amounts that CASA paid to media, market research, advertising and direct mail organisations in 2023–24 are detailed in Table 20.

Table 20. Payments to media, advertising, market research and direct mail organisations, 2023-24

Vendor	Amount (\$)
Media organisations	
Adrian Barac	19,360
iSentia Pty Ltd	53,922
Taste Creative	35,178
Universal McCann	1,020,185
Subtotal	1,128,645
Advertising agencies	
Carbon Media Pty Ltd	316,390
Subtotal	316,390
Market research agencies	
Hall & Partners	174,900
Where to Research	208,665
Faster Horses	117,051
Subtotal	500,616
Direct mail organisations	
Australia Post	76,404
CanPrint Communications	22,979
Subtotal	99,383
Total	2,045,034

Note: In accordance with indexation as prescribed in the *Commonwealth Electoral Act 1918*, only payments over \$16,300 (inclusive of GST) are reported. Amounts include GST, where applicable, and are rounded to whole dollars.



Image: CASA Chief Executive Officer and Director of Aviation Safety Pip Spence PSM with scholarship recipients Spencer Holmes and Joshua Kilgour

CASA supports next generation of aircraft engineers and safety managers

Five scholarship recipients were presented with their respective CASA scholarships in 3 separate ceremonies between March and May 2024.

Each was the recipient of either an aircraft maintenance engineering (AME) or a safety manager scholarship valued at up to \$5,000.

The first ceremony, in Darwin, saw CASA's Saskia Coleman, Surveillance Manager, present Ella Watson with a certificate of recognition.

Ella was a recipient of a 2023 CASA AME scholarship which assisted her to pursue a career as a helicopter maintenance engineer at Kimberley Heli Maintenance in the Top End.

The other 2 recipients of the 2023 CASA AME scholarships were Joshua Kilgour from Jetstar and Spencer Holmes from Seair Pacific Aviation.

Both travelled to the annual Regional Aviation Association of Australia convention held on Queensland's Gold Coast in March 2024 to be presented with their certificates.

In presenting their certificates of recognition during the event, CASA Chief Executive Officer and Director of Aviation Safety Pip Spence PSM congratulated them on their achievements and acknowledged the important role that maintenance engineers play in the industry.

CASA's AME scholarship program focuses on applicants who have already started their structured training towards a licence outcome,

or aircraft maintenance engineers who have not gone through a structured training program but are currently working in the industry gaining experience.

The 3 successful recipients were chosen from a competitive field of nearly 90 applications.

The equally important role of aviation safety managers in maintaining Australia's excellent safety record was also on show at an industry event held by the CASA Board in Brisbane in May 2024.

At the event, 2 of the 3 most recent scholarship recipients – Ashleigh Jacka and Jaime Taylor – were presented with their certificates by the CASA Chair, Air Chief Marshal (Ret'd) Mark Binskin AC.

Ashleigh is a qualified safety officer for the aviation and skydiving divisions at Experience Co and is the safety manager for the company's There by Air division.

Jaime, an experienced commercial pilot, serves as both safety manager and operations manager for Flinders Island Aviation Services.

The safety manager scholarships are awarded to promising individuals embarking on a career in this safety-critical occupation.

The 3 recipients were chosen from more than 47 high-quality applicants, with each demonstrating a commitment to achieving the highest professional standards in their chosen career.

A hand holding a green pen with a black grip, pointing at a map. The map shows various locations and routes, with a blue line indicating a specific path. The background is a light blue gradient.

6

Financial statements

This part of the report provides the entirety of CASA's financial statements, audit opinion and explanatory notes for 2023–24.

In this part

- Independent auditor's report **122**
- Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Acting Chief Financial Officer **124**
- Statement of comprehensive income **125**
- Statement of financial position **126**
- Statement of changes in equity **127**
- Cash flow statement **128**
- Notes to and forming part of the financial statements **129**



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 2024:

- (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 2024 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 2024 and for the year then ended:

- Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Acting 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 material accounting policy information 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 their 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



Shane Svoboda
Audit Principal

Delegate of the Auditor-General

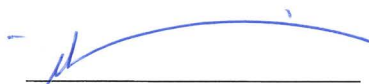
Canberra
21 August 2024

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

In our opinion, the attached financial statements for the year ended 30 June 2024 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

21 August 2024


Pip Spence
Chief Executive Officer and
Director of Aviation Safety
21 August 2024
Chris Garner
Acting Chief Financial Officer
21 August 2024

Civil Aviation Safety Authority

STATEMENT OF COMPREHENSIVE INCOME

For the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	2024 Original Budget \$'000
NET COST OF SERVICES				
EXPENSES				
Employee benefits	1.1A	142,793	141,373	142,814
Suppliers	1.1B	61,890	49,314	46,724
Depreciation and amortisation	2.2A	20,212	21,153	22,697
Finance costs	1.1C	1,008	360	557
Write-down and impairment of other assets	2.2A	25	2,648	-
Loss on asset disposals	2.2A	1,147	223	-
TOTAL EXPENSES		227,075	215,071	212,792
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Revenue from contracts with customers	1.2A	13,422	12,919	12,500
Interest	1.2B	5,701	3,059	2,590
Other revenue	1.2C	456	2,056	1,000
Total own-source revenue		19,579	18,034	16,090
TOTAL OWN-SOURCE INCOME		19,579	18,034	16,090
NET COST OF SERVICES		(207,496)	(197,037)	(196,702)
Revenue from government				
Revenue from government	1.3A	107,977	91,507	107,602
Aviation fuel excise	1.3A	125,833	121,665	88,100
Registration levies	1.3A	702	891	1,000
Total Revenue from Government		234,512	214,063	196,702
SURPLUS ON CONTINUING OPERATIONS		27,016	17,026	-
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net costs of services				
Changes in asset revaluation reserve	2.2A	(52)	1,137	-
TOTAL COMPREHENSIVE INCOME		26,964	18,163	-

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 Civil Aviation Safety Authorities (CASA's) 2023–24 Portfolio Budget Statements.

Civil Aviation Safety Authority

STATEMENT OF FINANCIAL POSITION

For the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	2024 Original Budget \$'000
ASSETS				
Financial assets				
Cash, cash equivalents and investments	2.1A,B	136,508	103,828	67,215
Trade and other receivables	2.1C	3,652	3,202	4,133
Accrued revenue	2.1D	2,127	1,293	662
Total financial assets		142,287	108,323	72,010
Non-financial assets¹				
Buildings	2.2A	59,348	26,409	66,874
Property, plant and equipment	2.2A	5,385	6,788	26,219
Intangibles	2.2A	36,827	41,254	40,276
Prepayments		3,063	2,420	2,917
Total non-financial assets		104,623	76,871	136,286
TOTAL ASSETS		246,910	185,194	208,296
LIABILITIES				
Payables				
Suppliers	2.3A	5,363	5,736	6,191
Other payables	2.3B	4,389	4,629	4,638
Total payables		9,752	10,365	10,829
Interest bearing liabilities				
Leases	2.4A	61,618	27,504	68,581
Total interest bearing liabilities		61,618	27,504	68,581
Provisions				
Employee provisions	2.5A	42,282	41,033	38,677
Other provisions	2.5B	49	47	47
Total provisions		42,331	41,080	38,724
TOTAL LIABILITIES		113,701	78,949	118,134
NET ASSETS		133,209	106,245	90,162
EQUITY				
Contributed equity		3,295	3,295	3,295
Asset revaluation reserve		10,570	10,622	9,485
Retained surplus		119,344	92,328	77,382
TOTAL EQUITY		133,209	106,245	90,162

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 2023–24 Portfolio Budget Statements.

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

Civil Aviation Safety Authority
STATEMENT OF CHANGES IN EQUITY

For the period ended 30 June 2024

	Retained earnings		Asset Revaluation Reserve		Contributed equity/ capital		Total equity	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Opening balance	92,328	75,302	10,622	9,485	3,295	3,295	106,245	88,082
Comprehensive income								
Other comprehensive income	-	-	(52)	1,137	-	-	(52)	1,137
Surplus/ (Deficit) for the period	27,016	17,026	-	-	-	-	27,016	17,026
Total comprehensive income	27,016	17,026	(52)	1,137	-	-	26,964	18,163
Closing balance as at 30 June	119,344	92,328	10,570	10,622	3,295	3,295	133,209	106,245
Original budget	77,382		9,485		3,295		90,162	

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 2023–24 Portfolio Budget Statements.

Civil Aviation Safety Authority
CASH FLOW STATEMENT

For the period ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000	2024 Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from government		107,977	91,507	107,602
Aviation fuel excise		125,664	121,280	89,844
Registration levies		485	890	1,000
Sale of goods and rendering of services		14,036	14,893	13,635
Interest		4,803	2,158	2,416
Net GST received		6,890	6,403	4,686
Total cash received		259,855	237,131	219,183
Cash used				
Employees		141,596	137,614	142,427
Suppliers		70,142	55,936	52,660
Interest payments on lease liabilities		1,006	360	557
Total cash used		212,744	193,910	195,644
Net cash from operating activities	6	47,111	43,221	23,539
INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of property, plant and equipment and intangibles		408	-	-
Total cash received		408	-	-
Cash used				
Purchase of property, plant and equipment and intangibles		7,739	13,520	27,457
Total cash used		7,739	13,520	27,457
Net cash used by investing activities		7,331	13,520	27,457
FINANCING ACTIVITIES				
Cash used				
Principal payments of lease liabilities		7,100	8,346	8,565
Total cash used		7,100	8,346	8,565
Net cash used by financing activities		7,100	8,346	8,565
Net increase/(decrease) in cash held		32,680	21,355	(12,483)
Cash and cash equivalents at the beginning of the reporting period		103,828	82,473	79,698
Cash and cash equivalents at the end of the reporting period		136,508	103,828	67,215

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 2023–24 Portfolio Budget Statements and have been adjusted to be consistent with the financial statements classifications.

Overview	130
Note 1: Financial Performance	133
Note 2: Financial Position	138
Note 3: People and Relationships	148
Note 4: Managing Uncertainties	150
Note 5: Regulatory Charging Summary	155
Note 6: Cash Flow Reconciliation	156
Note 7: Explanation of Major Budgetary Variances	157

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 18 Marcus Clarke Street, Canberra ACT 2600, CASA operates under the *Civil Aviation Act 1988* as a Corporate Commonwealth entity.

CASA has the function of conducting the safety regulation of:

- (a) civil air operations in Australian territory
- (b) the operation of Australian aircraft outside Australian territory

As reflected in the Portfolio Budget Statements, CASA is structured to meet the sole outcome, 'Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training'.

The continued existence of CASA, in its present form and with its present programs, is dependent on Government policy and on continuing appropriations by Parliament for CASA's administration and programs.

Basis of Preparation of the Financial Statements

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The financial statements have been prepared in accordance with:

- (a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*; and
- (b) Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements have been presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

New Accounting Standards

Two amending standards were adopted during the 2023–24 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 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current	Amends AASB 101 <i>Presentation of Financial Statements</i> to clarify the classification of liabilities as either current or non-current. For example, a liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The adoption of this standard did not have a material impact on CASA's Financial Statements.
AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-For-Profit Public Sector Entities (AASB 2022-10)	AASB 2022-10 applies to annual periods beginning on or after 1 January 2024, however, was adopted early by CASA in the current reporting period. This standard amends AASB 13 <i>Fair Value Measurement</i> for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. This standard also adds implementation advice and relevant illustrative examples for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The adoption of this standard did not have a material impact on CASA's Financial Statements.

Civil Aviation Safety Authority

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the period ended 30 June 2024

CASA is aware of one future accounting standard change that was not early adopted and may have an impact on future financial statements:

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 18 Presentation and Disclosure in Financial Statements	<p>AASB 18 will replace AASB 101 Presentation of Financial Statements. As a result, the requirements in AASB 101 will be:</p> <p>(a) replaced by new requirements in AASB 18;</p> <p>(b) transferred to AASB 18 with only limited wording changes; or</p> <p>(c) moved to AASB 108 Basis of Preparation of Financial Statements or AASB 7 Financial Instruments: Disclosures.</p> <p>AASB 18 applies for non-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028.</p>

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.

Note 1: Financial Performance

	2024 \$'000	2023 \$'000
Note 1.1: Expenses		
Note 1.1A: Employee benefits		
Wages and salaries	107,481	106,320
Superannuation		
Defined contribution plans	14,535	13,744
Defined benefit plans	5,772	4,669
Leave and other entitlements	13,982	15,039
Separation and redundancies	421	866
Other employee benefits	602	735
Total employee benefits	142,793	141,373

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 Australian Retirement Trust defined benefits scheme.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme. Australian Retirement Trust provides for both defined benefits and defined contributions.

The liability for the CSS, PSS and Australian Retirement Trust 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.

For the period ended 30 June 2024

	2024 \$'000	2023 \$'000
Note 1.1B: Suppliers		
Goods and services		
Consultancies and service contracts	24,287	16,861
Information technology and telephone charges	16,063	13,822
Insurance	958	910
Media, publications and subscriptions	2,656	1,752
Office supplies, photocopying and printing	398	592
Postage, freight and storage	503	515
Property operating costs	1,454	1,253
Recruitment	305	242
Travel and transport	8,247	6,866
Training costs	2,318	1,899
Legal costs	724	450
Financial assistance	919	941
Audit fees	81	81
Other	365	917
Total goods and services	59,278	47,101
Goods supplied	1,376	1,148
Services rendered	57,902	45,953
Total goods and services	59,278	47,101
Other suppliers		
Workers compensation expenses	1,268	1,063
Lease outgoings and variables	1,344	1,150
Total other suppliers	2,612	2,213
Total Suppliers	61,890	49,314

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.

	2024 \$'000	2023 \$'000
Note 1.1C: Finance costs		
Interest on lease liabilities	1,006	360
Unwinding of discount	2	-
Total Finance Costs	1,008	360

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 2024

	2024 \$'000	2023 \$'000
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Note 1.2: Own-Source Income

Own-source Revenue

Note 1.2A: Revenue from contracts with customers

Regulatory services under <i>Civil Aviation (Fees) Regulations Act 1995</i>	12,964	12,453
Sales of forms and documents	417	445
Other revenue with customers	41	21
Total revenue from contracts with customers	13,422	12,919

Disaggregation of revenue from contracts with customers

Type of customer

Australian Government entities (related parties)	199	1,615
State and Territory Governments	20	10
Non-government entities	13,203	11,294
	13,422	12,919

Revenue recognised at a point in time

Revenue recognised immediately	11,827	11,708
Revenue recognised at time of completion	1,595	1,211
	13,422	12,919

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 2024

	2024 \$'000	2023 \$'000
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Note 1.2B: Interest

Cash at bank and deposits at call	785	577
Investments - term deposits	4,916	2,482
Total interest	5,701	3,059

Refer to Note 4.3 Financial Instruments for detailed accounting policy.

Note 1.2C: Other revenue

Administrative fines	117	73
Other sundry revenue	339	1,983
Total other revenue	456	2,056

For the period ended 30 June 2024

	2024 \$'000	2023 \$'000
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Note 1.3: Revenue from Government

Note 1.3A: Revenue from Government

Department of Infrastructure, Transport, Regional Development,
Communications and the Arts:

Administered payment to CASA as a PGPA Act Corporate Commonwealth entity	107,602	91,155
Indo-Pacific Countries Transport Safety Assistance Programs	375	352
Aviation Fuel Revenues (<i>Special Appropriation</i>) Act 1988	125,833	121,665
Uncrewed Aircraft Levy (<i>Civil Aviation Act 1988 s46A(4)</i>)	702	891
Total revenue from Government	234,512	214,063

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 is a retainable receipt by nature.

Indo-Pacific 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.

For the period ended 30 June 2024

Note 2: Financial Position

	2024	2023
	\$'000	\$'000

Note 2.1: Financial Assets

Note 2.1A: Cash and cash equivalents

Cash at bank and deposits at call	19,008	14,328
Total cash and cash equivalents	19,008	14,328

Note 2.1B: Investments

Investments	117,500	89,500
Total investments	117,500	89,500
Total cash, cash equivalents and investments	136,508	103,828

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 2024

	2024 \$'000	2023 \$'000
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Note 2.1C: Trade and other receivables

Goods and services receivables

Goods and services receivables	441	568
Total goods and services receivables	441	568

Receivable from government

Receivable from Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA):

Aviation fuel excise	1,937	1,768
Uncrewed aircraft levy	233	16
Total receivable from government	2,170	1,784

Other receivables

Net GST receivable	865	768
Other Receivables	176	82
Total other receivables	1,041	850

Total trade and other receivables

3,652	3,202
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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.

Note 2.1D: Accrued revenue

Accrued interest	1,908	1,010
Other income	219	283
Total accrued revenue	2,127	1,293

Refer to the accounting policy in Note 1.3A.

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
As at 1 July 2023			
Gross book value	59,915	3,588	409
Accumulated depreciation/amortisation	(33,506)	(188)	-
Total as at 1 July 2023	26,409	3,400	409
Additions:			
By purchase	-	-	10
Transfers	-	-	-
Right-of-use assets	41,097	-	-
Revaluations and impairments recognised in other comprehensive income:			
Gross Value - revaluation	-	(1,257)	-
Accumulated depreciation	-	1,115	-
Disposals:			
Gross value of disposals	(18,388)	-	(408)
Accumulated depreciation on disposals	18,388	-	-
Write-down of assets:			
Gross value	-	-	(1)
Depreciation expense	-	(1,018)	-
Depreciation on right-of-use assets	(8,158)	-	-
Total as at 30 June 2024	59,348	2,240	10
Total as at 30 June 2024 represented by:			
Gross book value	82,624	2,331	10
Accumulated depreciation/amortisation	(23,276)	(91)	-
Total as at 30 June 2024 represented by:	59,348	2,240	10
Total of class including work in progress as at 30 June 2024	59,348		
Carrying amount of right-of-use assets as at 30 June 2024	59,348		

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	
3,857	-	85,238	5,894	158,901
(878)	-	(49,878)	-	(84,450)
2,979	-	35,360	5,894	74,451
63	1,268	-	6,398	7,739
889	(889)	6,346	(6,346)	-
117	-	-	-	41,214
(1,012)	-	-	-	(2,269)
1,102	-	-	-	2,217
(33)	-	(14,735)	-	(33,564)
13	-	13,608	-	32,009
-	-	-	(24)	(25)
(1,151)	-	(9,674)	-	(11,843)
(211)	-	-	-	(8,369)
2,756	379	30,905	5,922	101,560
3,881	379	76,849	5,922	171,996
(1,125)	-	(45,944)	-	(70,436)
2,756	379	30,905	5,922	101,560
5,385		36,827		101,560
104				59,452

The carrying value for the Property, Plant and Equipment was assessed by the independent valuer as materially at fair value as at 30 June 2024. 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.

For the period ended 30 June 2024

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	2024	2023
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 2024. 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 20 years (2023–24: 3 to 15 years).

	2024 \$'000	2023 \$'000
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Note 2.2A: Reconciliation of the opening and closing balances of leasehold improvements, plant and equipment and intangibles (continued)

Contractual commitments for the acquisition of plant, equipment and intangible assets

Commitments are payable as follows:

Within 1 year	107	2,224
Total Contractual commitments for the acquisition of plant, equipment and intangible assets	107	2,224

The nature of capital commitments is primarily for office fit out and acquisition of intangible assets.

Amounts for capital commitments are GST inclusive.

Note 2.3: Liabilities

Note 2.3A: Suppliers

Trade creditors and accruals	5,363	5,736
Total suppliers	5,363	5,736

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.

Note 2.3B: Other payables

Wages and salaries	3,004	2,921
Superannuation	509	506
Unearned revenue	870	1,165
Other payables	6	37
Total other payables	4,389	4,629

Accounting Policy

Superannuation

The liability for superannuation recognised as at 30 June 2024 represents outstanding contributions for the final pay days remaining in 2023–24.

Unearned revenue

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 2024.

During the reporting period CASA recognised \$927,946 as revenue that was included as unearned revenue at the beginning of the period. No revenue was recognised this period where performance obligations were met in previous periods.

Civil Aviation Safety Authority

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the period ended 30 June 2024

	2024	2023
	\$'000	\$'000

Note 2.4: Interest Bearing Liabilities

Note 2.4A: Leases

Lease liabilities – Building leases	61,506	27,316
Lease liabilities – Motor Vehicles	112	188
Total leases	61,618	27,504

Total cash outflow for leases for the year ended 30 June 2024 was \$8,105,330 (2023: \$8,704,541).

Maturity analysis – contractual undiscounted cash flows

Within 1 year	7,735	6,752
Between 1 to 5 years	31,721	16,311
More than 5 years	35,002	5,524
Total leases	74,458	28,587

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.

The lease for CASA's Sydney office expires during the next financial year. CASA is currently finalising future lease arrangements for Sydney.

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 CASA'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 2024

	2024	2023
	\$'000	\$'000

Note 2.5: Provisions

Note 2.5A: Employee provisions

Separations and redundancies	72	547
Leave	36,321	34,914
Ancillary costs on leave provisions	5,889	5,572
Total employee provisions	42,282	41,033

Note 2.5B: Other provisions

Provision for makegood	49	47
Total other provisions	49	47

Provision for
makegood
\$'000

As at 1 July 2023	47
Unwinding of discounted amount	2
Total as at 30 June 2024	49

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.

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 personal leave as all personal leave is non-vesting and the average personal leave taken in future years by employees of CASA is estimated to be less than the annual entitlement for personal 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 2024 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.

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.

For the period ended 30 June 2024

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 the Board of Directors. CASA has determined the key management personnel to be the Portfolio Minister, the Board of Directors, and the Executive Committee members. Key management personnel remuneration is reported in the table below:

	2024 \$'000	2023 \$'000
Short-term employee benefits		
Salary	3,093	2,796
Annual leave accrued	259	233
Allowances	9	7
Total short-term employee benefits	3,361	3,036
Post-employment benefits		
Superannuation	480	430
Total post-employment benefits	480	430
Other long-term employee benefits		
Long-service leave accrued	156	140
Total other long-term employee benefits	156	140
Termination benefits	55	-
Total key management personnel remuneration	4,052	3,606

The total number of key management personnel that are included in the above table are 20 (2023:15) individuals. This includes several employees who were acting for a period of greater than 90 days (cumulative) during the year and permanent employees and board members who were appointed or separated during the financial year. 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.

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 of 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.

Note 4: Managing Uncertainties

Note 4.1: Contingent Assets and Liabilities

	Claims for damages or costs	
	2024 \$'000	2023 \$'000
Contingent assets		
Balance from previous period	6,086	6,353
New contingent assets recognised	-	6,086
Re-measured	(2,786)	-
Obligations expired	-	(6,353)
Total contingent assets	3,300	6,086
Contingent liabilities		
Balance from previous period	6,300	6,452
New contingent liabilities recognised	94	6,309
Liabilities realised	(59)	(97)
Re-measured	(2,786)	-
Obligations expired	(75)	(6,364)
Total contingent liabilities	3,474	6,300
Net contingent liabilities	(174)	(214)

Quantifiable contingencies

CASA is a defendant in 2 actions for damages relating to personal injury and destruction of property resulting from aircraft accidents (2023: 3). The combined value of the damages claimed in these matters is \$3,300,000 (2023: \$6,086,170). 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 \$173,598 (2023: \$213,829). 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 2024, CASA is named as defendant in 3 actions for damages relating to personal injury or loss of life (2023: 1). It is deemed not possible to estimate the amount of any eventual payment that may be required in relation to the claims. CASA has denied liability and is defending the claims, however, if unsuccessful, CASA reasonably expects the full amount for all claims 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.

Note 4.2: Fair Value Measurements

	2024 \$'000	2023 \$'000
ASSETS		
Assets at fair value		
Non-financial assets		
Property, plant and equipment	5,281	6,590
Total non-financial assets at fair value	5,281	6,590
Total assets at fair value	5,281	6,590
Assets where carrying amount approximates fair value		
Financial assets		
Cash, cash equivalents and investments	136,508	103,828
Trade and other receivables	3,652	3,202
Accrued revenue	2,127	1,293
Total financial assets where carrying value approximates fair value	142,287	108,323
Assets carried at cost		
Non-financial assets		
Buildings - right-of-use assets	59,348	26,409
Property, plant and equipment - right-of-use assets	104	198
Intangibles	36,827	41,254
Prepayments	3,063	2,420
Total non-financial assets carried at cost	99,342	70,281
Total assets in the statement of financial position	246,910	185,194
LIABILITIES		
Liabilities where carrying value approximates fair value		
Payables		
Suppliers	5,363	5,736
Lease Liabilities	61,618	27,504
Other payables	4,389	4,629
Total payables	71,370	37,869
Provisions		
Employee provisions	42,282	41,033
Other provisions	49	47
Total provisions	42,331	41,080
Total liabilities where carrying value approximates fair value	113,701	78,949
Total liabilities in the statement of financial position	113,701	78,949

Accounting Policy***Fair Value measurement***

CASA deems transfers between levels of the fair value hierarchy to have occurred at balance date.

Note 4.3: Financial Instruments**Note 4.3A: Categories of financial instruments**

	2024 \$'000	2023 \$'000
Financial assets at amortised cost		
Cash at bank and deposits at call	19,008	14,328
Investments	117,500	89,500
Trade receivables	441	568
Accrued interest	1,908	1,010
Total financial assets at amortised cost	138,857	105,406
Total financial instruments classified as financial assets	138,857	105,406

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	785	577
Interest on Investments	4,916	2,482
Net gains on financial assets at amortised cost	5,701	3,059
Net gains on financial assets	5,701	3,059

Civil Aviation Safety Authority

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the period ended 30 June 2024

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.

During the 2022–23 and 2023–24 financial years CASA only held Financial Assets at Amortised Cost.

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'. During the 2022–23 and 2023–24 Financial Years CASA only held Financial Liabilities at Amortised Cost.

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).

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

	2024 \$'000	2023 \$'000
Assets expected to be recovered in		
No more than 12 months		
Cash and cash equivalents	19,008	14,328
Investments	117,500	89,500
Trade and other receivables	3,652	3,202
Accrued revenue	2,127	1,293
Prepayments	2,850	2,192
Total no more than 12 months	145,137	110,515
More than 12 months		
Buildings	59,348	26,409
Property, plant and equipment	5,385	6,788
Intangibles	36,827	41,254
Prepayments	213	228
Total more than 12 months	101,773	74,679
Total assets	246,910	185,194
Liabilities expected to be settled in		
No more than 12 months		
Suppliers	5,363	5,736
Other payables	4,389	4,629
Lease liabilities	5,835	6,457
Employee provisions	14,576	13,515
Other provisions	49	-
Total no more than 12 months	30,212	30,337
More than 12 months		
Lease liabilities	55,783	21,047
Employee provisions	27,706	27,518
Other provisions	-	47
Total more than 12 months	83,489	48,612
Total liabilities	113,701	78,949

For the period ended 30 June 2024

Note 5: Regulatory Charging Summary

	2024 \$'000	2023 \$'000
Expenses		
Departmental	227,075	215,071
Total expenses	227,075	215,071
Revenue		
Departmental	19,579	18,034
Total revenue	19,579	18,034

Regulatory charging activities:

CASA provides regulatory services to the aviation industry. Aviation operators apply to CASA for licences 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 1995.](#)

Note 6: Cash Flow Reconciliation

	2024 \$'000	2023 \$'000
Reconciliation of cash and cash equivalents as per the statement of financial position to cash flow statement		
Reconciliation of net cost of services to net cash from operating activities:		
Net cost of services	(207,496)	(197,037)
Add: Revenue from government	107,977	91,507
Add: Aviation fuel excise	125,833	121,665
Add: Registration levies	702	891
<i>Adjustments for non-cash items</i>		
Depreciation and amortisation	20,212	21,153
Net write down of non-financial assets	25	2,648
(Gains) / losses on disposal of assets	1,147	223
<i>Changes in assets/ liabilities</i>		
(Increase) / decrease in net receivables	(450)	(761)
(Increase) / decrease in accrued revenue	(834)	(1,029)
(Increase) / decrease in prepayments	(643)	(292)
Increase / (decrease) in employee provisions	1,249	3,487
Increase / (decrease) in supplier payables	(373)	81
Increase / (decrease) in other provisions	2	-
Increase / (decrease) in other payables	(240)	685
Net cash from operating activities	47,111	43,221

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.	37,733	Statement of Comprehensive Income: <ul style="list-style-type: none"> Aviation fuel excise
	35,820	Statement of Cash Flow – Operating Activities: <ul style="list-style-type: none"> Cash received – Aviation fuel excise
CASA's weighted average interest rate has increased from 3.65% in 2022–23 to 4.98% in 2023–24, 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.	3,111	Statement of Comprehensive Income: <ul style="list-style-type: none"> Own source revenue – Interest
	1,465	Statement of Financial Position: <ul style="list-style-type: none"> Assets – Financial Assets – Accrued revenue
	2,387	Statement of Cash Flow – Operating Activities: <ul style="list-style-type: none"> Cash received – Interest
CASA undertakes an annual review on when software is expected to be replaced. A number of software packages are now expected to be used for a longer period than originally budgeted. This has reduced the budgeted depreciation expense for the year.	2,485	Statement of Comprehensive Income: <ul style="list-style-type: none"> Expenses – Depreciation and amortisation
CASA has migrated some software packages from being on-premises solutions to being cloud solutions. During the financial year the on-premises solutions were disposed of as they were no longer in use.	(1,147)	Statement of Comprehensive Income: <ul style="list-style-type: none"> Expenses – Loss on asset disposal
The budget had a conservative estimate for supplier expenses to ensure a break even result was shown. Due to the increase of Aviation fuel excise received through the year, CASA expanded its non-capital projects and work to ensure efficient and effective delivery of services. In addition CASA Average Staffing Level (ASL) was not achieved and was supplemented through use of temporary staff and contractors.	15,166	Statement of Comprehensive Income: <ul style="list-style-type: none"> Expenses – Suppliers
	2,204	Statement of Cash Flow – Operating Activities: <ul style="list-style-type: none"> Net GST received
	17,482	Statement of Cash Flow – Operating Activities: <ul style="list-style-type: none"> Cash used – Suppliers
CASA was expected to pay for its own fit out of Canberra office and recognise this as part of property, plant and equipment. Instead this was provided by the land-lord as part of the lease. Additionally several projects originally expected to be carried out did not occur during the year.	(20,834)	Statement of Financial Position – Assets: <ul style="list-style-type: none"> Assets – Property, Plant and Equipment
	19,718	Statement of Cash Flow – Investing Activities: <ul style="list-style-type: none"> Cash used – Purchases of property, plant and equipment

Civil Aviation Safety Authority

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

For the period ended 30 June 2024

Explanations of major variances	Variance to budget (\$'000)	Affected statements and line items
The budget for cash has been exceeded due to the compound effect of CASA receiving additional fuel excise in the previous two years. Additionally, CASA was expecting to spend \$16 million on leasehold fit out for Canberra Office, which was instead provided by the landlord as part of the lease agreement.	69,293	Statement of Financial Position: <ul style="list-style-type: none"> Assets – Cash, cash equivalents and investments
CASA's agreement for the new Canberra office overall was less than the amount originally budgeted. This is partly due to negotiated rates being less than budgeted but also due to the receipt of a lease incentive which reduced overall lease payments.	(7,526)	Statement of Financial Position: <ul style="list-style-type: none"> Assets – Non-Financial Assets – Buildings
	1,465	Statement of Cash Flow – Financing activities: <ul style="list-style-type: none"> Cash used – Principal payments of lease liabilities.
	(6,963)	Statement of Financial Position: <ul style="list-style-type: none"> Liabilities – Interest Bearing liabilities – Leases
CASA had budgeted a break even result for 2023–24 and estimated a small surplus in 2022–23 at the time the budget was prepared. The ultimate operating result in both financial years were operating surpluses, which caused a variance to budget.	41,962	Statement of Financial Position: <ul style="list-style-type: none"> Equity – Retained earnings

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 **160**
- Appendix B: Management and accountability statistics **176**
- Appendix C: Annual report requirements **188**
- Appendix D: Correction of errors in the previous annual report **192**

Appendix A: Operating statistics

Flight operations

Table A.1 Air operator certificates, 2021–22 to 2023–24

Type of application	2021–22 ^a	2022–23	2023–24
Initial issue	43	21	25
Subsequent issue	171	239	148
Variation	77	329	419
Total	291	589	592
Current certificates at 30 June ^b	792	664	633

- a Civil Aviation Safety Regulations 1988 Parts 119, 121, 133, 135, 138, 137 and 131 commenced on 2 December 2021. 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.
- b 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 airships.

Table A.2 Aerial work certificates, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	4	27	24
Subsequent issue	26	51	59
Variation	27	115	164
Total	57	193	247
Current certificates at 30 June	159	391	509

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

Table A.3 Remotely piloted aircraft operator certificates, 2021–22 to 2023–24

Type of application	2021–22 ^a	2022–23	2023–24
Initial issue	425	419	448
Subsequent issue	908 ^b	878	1,057
Variation	107	156	286
Total	1,440	1,409^c	1,791
Current certificates at 30 June	2,341	2,596	2,765

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.

c The 2022–23 annual report incorrectly showed this total as 409.

Table A.4 Remote pilot licences, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	4,129	4,694	4,585
Current licences at 30 June	25,722	30,403	35,002

Flight personnel

Table A.5 Flight crew licences, 2021–22 to 2023–24

Aircraft type	Licence type	2021–22		2022–23		2023–24	
		Initial issue	Current	Initial issue	Current	Initial issue	Current
Aeroplane	Pilot ^a						
	Air transport	147	6,740	247	6,836	316	6,991
	Commercial	943	5,235	1,154	5,713	1,083	6,065
	Commercial (CASA EX28/23) ^b	0	5,252	0	4,718	0	4,245
	Private	715	7,901	1,044	7,793	1,239	7,821
	Recreational	818	2,943	1,059	3,032	998	2,984
	Total aeroplane pilots	2,623	28,071	3,504	28,092	3,636	28,106
Helicopter	Air transport	21	675	25	681	26	694
	Commercial	203	1,966	255	2,026	247	2,058
	Commercial (CASA EX28/23) ^b	0	878	0	894	0	922
	Private	123	920	139	948	139	979
	Recreational	4	25	9	25	2	27
	Total helicopter pilots	351	4,464	428	4,574	414	4,680
Other	Commercial – Other ^c	1	92	1	93	2	93
	Commercial (CASA EX28/23) ^b	0	2	0	1	0	2
	Private – gyroplane	0	2	0	2	0	2
	Recreational	0	0	0	0	1	1
	Total other pilots	1	96	1	96	3	98
Glider	Total glider pilots	3	53	18	62	15	66
All	Total pilots^d	2,978	30,728	3,097^e	30,853^f	3,735	30,981
	Flight engineer						
	Total flight engineers	0	32	0	25	1	25

a For current pilots, pilots are counted only once in each licence category (aeroplanes, helicopter and other), against the highest licence level of privileges their medical certificate permits them to use.

b CASA EX28/23 commenced on 1 March 2023 and remains effective to 28 February 2026. It enables a pilot holding a licence at the commercial pilot licence (CPL) level or air transport pilot licence level and a current Class 2 medical to exercise reduced CPL privileges.

c Includes balloons and airships.

d Includes all pilots who held a minimum of a Class 2 medical each financial year. This reflects the number of pilots who were active but not necessarily exercising the full privileges of their licence. In this row, a pilot is counted only once regardless of the number of categories of licences held; therefore, the total does not equal the sum of the licence categories above it.

e The 2022–23 annual report incorrectly showed this total as 3,951.

f The 2022–23 annual report incorrectly showed this total as 32,849.

Table A.6 Flight crew licensing examinations, 2021–22 to 2023–24

Type of licence	2021–22		2022–23		2023–24	
	No. sat	% passed	No. sat	% passed	No. sat	% passed
Air transport pilot	4,292	69	4,821	70	6,153	72
Commercial pilot	11,505	69	13,358	69	14,754	71
Private pilot	1,585	63	1,941	64	1,890	66
Recreational pilot	1,464	53	1,714	54	1,744	54
Total	18,846	67	21,834	67	24,541	70

Table A.7 Medical certificates, 2021–22 to 2023–24

Type of certificate	2021–22			2022–23			2023–24		
	Initial	Renewal	Refusal	Initial	Renewal	Refusal	Initial	Renewal	Refusal
Class 1	1,639	15,514	34	1,978	16,969	33	2,377	17,282	52
Class 2	2,968	19,968	67	3,926	21,746	64	4,265	21,565	90
Basic Class 2	597	376	0	806	502	0	484	460	0
Class 3	85	514	4	108	621	3	127	558	2
Class 5 ^a	0	0	0	0	0	0	516	0	0
Total	3,938	20,895	105	5,156	23,147	100	5,250	22,984	144

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 3 licence classes for initial issues or renewals.

a Class 5 medical self-declaration, introduced on 9 February 2024, allows recreational and private pilots to self-assess and self-declare their fitness to fly without requiring a formal medical assessment.

Maintenance organisations

Table A.8 Certificates of approval, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	15	8	12
Subsequent issue	20	16	7
Variation	63	59	51
Total	98	83	70
Current certificates at 30 June	541	540	562

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, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	10	13	7
Subsequent issue	30	35	80
Variation	147	154	143
Total	187	202	230
Current certificates at 30 June	161	178	174

Maintenance personnel

Table A.10 Aircraft maintenance engineer examinations, 2021–22 to 2023–24

Type of examination	2021–22	2022–23	2023–24
Part 66 self-study module examinations	44 ^a	75	145
Weight control authority examinations	1	18	23
Total	45	93	168

^a 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, 2021–22 to 2023–24

Detail		2021–22	2022–23	2023–24
Licence assessments				
Category Technical Competency Assessments and Licence Technical Assessments (combined)	Australian military	0	0	0
	Foreign civil	19	31	128
	Total	19	31	128
<i>Trans-Tasman Mutual Recognition Act 1997 assessments</i>		4	19	30
Licences				
Issued		117	128	292
Current at 30 June		9,475	9,603	9,891
Average age of licence holder (years)		54	54	55

Table A.12 Airworthiness authorities, 2021–22 to 2023–24

Type of authority	2021–22	2022–23	2023–24
Maintenance	84	38	55
Non-destructive testing	59	64	46
Weight-control	27	37	35
Welding	13	5	13

Note: CASA's method of counting airworthiness authorities includes authorities initially issued and renewed during the reporting period.

Airworthiness

Table A.13 Airworthiness certificates, authorisations and approvals issued, 2021–22 to 2023–24

Type of permission	2021–22	2022–23	2023–24
Type certificate ^a			
Aeroplanes	0	0	1
Lighter than air	0	1	0
Rotorcraft	0	0	0
Engine	0	0	0
Propeller	0	0	0
Total	0	1	1
Type acceptance certificate ^a			
Aeroplanes	25	13	9
Lighter than air	3	0	2
Rotorcraft	0	0	1
Total	28	13	12
Other authorisations, certificates and approvals			
Supplemental type certificate ^a	11	13	18
Certificate of airworthiness	530	518	391
Special flight authorisation	42	35	31
Special flight permit ^b	434	487	464
Experimental certificate ^c	158	150	136
Simulator certification (flight simulator training devices)	67	56	58
Design advice	22	60	78
Flight manual supplement	0	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, 2021–22 to 2023–24

Type of registration	2021–22	2022–23	2023–24
Initial registration	449	440	391
Change of registration holder	1,754	1,401	1,387
Cancellation of registration	232	231	195
Change of registration mark	59	47	44
Reservation of registration mark	1,005	1,209	1,403
Reissue of certificate of registration	82	109	128
Aircraft registered at 30 June	16,072	16,279	16,475
Marks reserved at 30 June	685	886	778

Note: Includes remotely piloted aircraft systems that are greater than 150 kilograms which require VH registration.



Table A.15 Average age of the Australian fleet of civil aircraft at 30 June 2024

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			145	364	227	101	87	40	8	1	973	5.91		
Powered gliders			0	34	58	55	63	74	24	9	317	1.92		
Balloons			0	5	29	63	109	159	63	14	442	2.68		
Airships			0	0	0	1	0	0	0	0	1	0.01		
Remotely piloted aircraft systems			0	0	0	0	0	1	1	0	2	0.01		
Amateur-built aircraft	Aeroplanes	Single-engine	Diesel	0	0	0	0	1	0	0	0	1	0.01	
			Piston	6	31	113	207	530	420	167	63	1,537	9.33	
			Turboprop	0	0	0	0	5	1	0	0	6	0.04	
			Jet	0	0	1	0	1	0	4	0	6	0.04	
			Rotary	0	0	0	0	0	1	0	0	1	0.01	
		Electric engine	0	0	0	0	0	0	1	0	1	0.01		
	Multi-engine	Piston	0	0	0	3	4	3	3	0	13	0.08		
		Jet	0	0	0	0	0	1	0	1	2	0.01		
	Helicopter	Multi-engine	Diesel	0	0	0	0	0	1	1	0	2	0.01	
			Piston	2	0	0	10	45	25	6	1	89	0.54	
			Turboshaft	0	0	0	0	2	10	3	0	15	0.09	
			Electric engine	0	0	0	0	0	0	2	0	2	0.01	
Production aircraft	Helicopter	Single-engine	Piston	38	48	39	191	543	455	170	43	1,527	9.27	
			Turboshaft	26	104	200	110	125	105	54	16	740	4.49	
		Multi-engine	≤ 5,700kg MTOW	Turboshaft	0	8	37	60	44	37	17	10	213	1.29
			5,700kg MTOW	Turboshaft	0	0	7	1	11	69	12	7	107	0.65
	Aeroplanes	Single-engine	≤ 5,700kg MTOW	Diesel	0	0	0	0	1	6	17	3	27	0.16
				Piston	2,280	1,887	1,514	330	701	392	243	40	7,387	44.83
				Turboprop	2	13	28	120	111	139	42	13	468	2.84
				Jet	11	16	15	2	0	0	1	0	45	0.27
			5,700kg MTOW	Piston	3	0	0	0	0	0	0	0	3	0.02
				Turboprop	0	0	0	13	27	48	26	13	127	0.77
				Jet	7	0	0	0	0	0	0	0	7	0.04
				Electric engine	0	0	0	0	7	9	5	2	23	0.14
Multi-engine		≤ 5,700kg MTOW	Piston	152	448	411	22	35	48	14	4	1,134	6.88	
			Turboprop	2	18	97	23	28	25	3	1	197	1.20	
			Turboshaft	0	0	0	1	0	0	1	0	2	0.01	
			Jet	2	4	5	5	15	23	4	0	58	0.35	
		> 5,700kg MTOW	Electric engine	0	0	0	0	0	0	1	0	1	0.01	
			Piston	25	0	0	0	0	0	0	0	25	0.15	
			Turboprop	3	0	18	139	35	16	18	5	234	1.42	
			Jet	1	5	34	18	33	15	13	6	125	0.75	
Aeroplanes	Multi-engine	20,001 to 50,000 kg MTOW	Piston	5	0	0	0	0	0	0	0	5	0.03	
			Turboprop	1	3	2	2	8	42	1	0	59	0.36	
			Jet	1	1	4	75	43	20	3	1	148	0.90	
		50,001 to 100,000 kg MTOW	Piston	1	0	0	0	0	0	0	0	1	0.01	
			Turboprop	0	0	1	0	0	0	0	0	1	0.01	
			Jet	0	1	0	3	106	183	11	22	326	1.98	
		>100,000 kg MTOW	Jet	0	0	0	0	18	38	8	3	67	0.41	
		Remotely piloted aircraft (airship)			0	0	0	0	0	0	1	0	1	0.01
Remotely piloted aircraft (powered lift)			0	0	0	0	0	0	1	3	4	0.02		
Remotely piloted aircraft (rotorcraft)			0	0	0	0	0	0	3	1	4	0.02		
Total by age bracket			2,713	2,990	2,840	1,555	2,738	2,406	952	282	16,476	100		
% of total fleet			16.47	18.15	17.24	9.44	16.62	14.60	5.77	1.71	100			

MTOW = maximum take-off weight

Note: Includes remotely piloted aircraft systems that are greater than 150 kg which require VH registration.

Table A.16 Appointments of airworthiness delegates and authorised persons, 2021–22 to 2023–24

Type of appointment	2021–22	2022–23	2023–24
Appointments excluding Civil Aviation Safety Regulations subpart 21M			
Initial issue	23	5	5
Subsequent issue	96	126	54
Variation	26	5	5
Active at 30 June	135	136	155
Appointments under Civil Aviation Safety Regulations subpart 21M			
Initial issue and variation	18	23	17
Active at 30 June	32	37	31
Total appointments active at 30 June	167	173	186



Image: alec – stock.adobe.com

Table A.17 Production authorisations, 2021–22 to 2023–24

Type of authorisation	2021–22	2022–23	2023–24
Production certificate			
Initial issue	0	0	0
Variation	0	0	1
Under voluntary suspension at 30 June	1	1	0
Active at 30 June	5	5	8
One-off production certificate			
Initial issue	3	1	1
Variation	2	4	5
Under voluntary suspension at 30 June	2	1	1
Active at 30 June	33	34	35
Australian parts manufacturing approval			
Initial issue	1	0	2
Variation	2	2	5
Under voluntary suspension at 30 June	2	3	1
Active at 30 June	31	29	31
Australian Technical Standards Order Authorisation			
Initial issue or variation	1	2	3
Under voluntary suspension at 30 June	1	0	1
Active at 30 June	8	10	10
Parts approval under CASR 21.305A ^a			
Initial issue or variation	2	1	1
Under voluntary suspension at 30 June	3	0	0
Active at 30 June	9	6	8

a Civil Aviation Safety Regulations 1988 Regulation 21.305A.

Table A.18 Airworthiness directives and bulletins, 2021–22 to 2023–24

Type of directive/ bulletin	2021–22	2022–23	2023–24
Australian Airworthiness Directive			
Issued	8	3	3
Cancelled	8	4	2
Amended	17	6	7
Current	7,783	7,786	7,777
State of design airworthiness directive	200	533	316
Exclusion from airworthiness directive	97	44	53
Review of airworthiness directive	9	0	3
Airworthiness Bulletin			
Issued or amended	27	12	12
Current	389	407	414

Table A.19 Aircraft defect reports, 2021–22 to 2023–24

Detail	2021–22	2022–23	2023–24
Reports received	964	865	849

Aerodromes

Table A.20 Aerodromes at 30 June, 2021–22 to 2023–24

Aerodrome status	2021–22	2022–23	2023–24
Certified	329	322	334

Training

Table A.21 Civil Aviation Safety Regulations Part 141 flight training certificates, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	26	17	34
Subsequent issue	103	74	100
Variation	82	84	88
Total	211	175	222
Current certificates at 30 June	263	278	307

Table A.22 Civil Aviation Safety Regulations Part 142 flight training certificates, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	3	1	5
Subsequent issue	23	17	23
Variation	42	58	65
Total	68	76	93
Current certificates at 30 June	62	69	71

Table A.23 Civil Aviation Safety Regulations Part 147 maintenance training organisation certificates, 2021–22 to 2023–24

Type of application	2021–22	2022–23	2023–24
Initial issue	1	1	2
Variation	49	65	60
Total	50	66	62
Suspended certificates	0	0	0
Surrendered certificates	0	0	0
Current certificates at 30 June	32	29	35

Enforcement

Table A.24 Medical certificate cancellations and suspensions, 2021–22 to 2023–24

Certificate	2021–22		2022–23		2023–24	
	Cancelled	Suspended	Cancelled	Suspended	Cancelled	Suspended
Class 1	5	30	6	26	9	38
Class 2	28	99	26	52	32	71
Basic Class 2 ^a	38	n.a.	38	n.a.	26	n.a.
Class 3	1	0	5	3	2	2
Class 5 ^b	n.a.	n.a.	n.a.	n.a.	0	0
Total	72	129	75	81	69	111

Note: The Certificate classes are 1 to 3 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.
a Suspensions are not applicable to Basic Class 2 certificates.
b Class 5 certificates commenced on 9 February 2024.

Table A.25 Licence and certificate actions, 2021–22 to 2023–24

Action	2021–22	2022–23	2023–24
Show cause notice	10	9	10
Variations	0	0	0
Suspensions ^a	5	4	0
Cancellations	3	6	1

Note: These figures do not include action taken in relation to Civil Aviation Safety Regulations Part 99 offences in relation to medical certificates (see Table A.24) or variations processed by the Client Service Centre.
a 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*, 2021–22 to 2023–24

Action	2021–22	2022–23	2023–24
Suspensions	1	0	0

Table A.27 Aviation infringement notices and prosecutions, 2021-22 to 2023-24

Action	2021-22	2022-23	2023-24
Infringement notices issued	81	109	124
Matters referred to the Director of Public Prosecutions	2	6	8
Prosecutions finalised	5	5	1
Acquittals	0	0	0
Convictions	2	5	1

Table A.28 Compliance-related actions, 2021-22 to 2023-24

Action	2021-22	2022-23	2023-24
Enforceable voluntary undertaking	0	0	0
Counselling	54	52	35



Appendix B: Management and accountability statistics

Employees

Table B.1 All ongoing employees, 2023–24

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	57	0	57	9	0	9	0	0	0	66
QLD	147	2	149	69	6	75	0	0	0	224
SA	16	0	16	6	1	7	0	0	0	23
TAS	0	0	0	0	0	0	0	0	0	0
VIC	44	0	44	11	1	12	0	0	0	56
WA	26	1	27	8	2	10	0	0	0	37
ACT	195	5	200	156	32	188	0	0	0	388
NT	6	0	6	2	0	2	0	0	0	8
External territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
Total	491	8	499	261	42	303	0	0	0	802

Table B.2 All non-ongoing employees, 2023–24

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1	0	1	0	0	0	0	0	0	1
QLD	1	2	3	3	0	3	0	1	1	7
SA	1	0	1	0	0	0	0	0	0	1
TAS	0	0	0	0	0	0	0	0	0	0
VIC	0	0	0	0	0	0	0	0	0	0
WA	1	0	1	0	0	0	0	0	0	1
ACT	13	0	13	9	0	9	0	0	0	22
NT	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
Total	17	2	19	12	0	12	0	1	1	32

Table B.3 All ongoing employees, 2022-23

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	57	1	58	14	0	14	0	0	0	72
QLD	145	3	148	74	10	84	0	0	0	232
SA	16	0	16	2	0	2	0	0	0	18
TAS	0	0	0	0	0	0	0	0	0	0
VIC	62	0	62	14	0	14	0	0	0	76
WA	33	1	34	11	1	12	0	0	0	46
ACT	175	5	180	153	31	184	0	0	0	364
NT	6	0	6	5	0	5	0	0	0	11
External territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
Total	494	10	504	273	42	315	0	0	0	819

Table B.4 All non-ongoing employees, 2022-23

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	2	0	2	5	1	6	0	0	0	8
QLD	6	3	9	6	1	7	0	1	1	17
SA	2	0	2	1	1	2	0	0	0	4
TAS	0	0	0	0	0	0	0	0	0	0
VIC	3	0	3	0	0	0	0	0	0	3
WA	2	0	2	0	1	1	0	0	0	3
ACT	13	0	13	14	0	14	0	0	0	27
NT	0	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
Total	28	3	31	26	4	30	0	1	1	62

Executive remuneration

Table B.5 Remuneration paid to key management personnel, 2023–24

Name	Position title	Base salary ^a	Short-term benefits	
			Bonuses	Other benefits and allowances ^b
Spence, Pip	Chief Executive Officer and Director of Aviation Safety	\$575,735	\$0	\$1,020
Crome, Philippa	Executive Manager Corporate Services	\$363,681	\$0	\$821
Aleck, Jonathan	Executive Manager Legal, International and Regulatory Affairs	\$381,805	\$0	\$1,020
Marcelja, Andreas	Executive Manager Stakeholder Engagement	\$325,392	\$0	\$1,020
Sparrow, Andrew	Executive Manager Air Navigation, Transformation and Risk	\$292,902	\$0	\$1,020
Frawley, Simon	Chief Financial Officer	\$278,878	\$0	\$1,020
Monahan, Chris^c	Executive Manager National Operations and Standards	\$145,959	\$0	\$1,020
Walker, Robert^c	Executive Manager Regulatory Oversight	\$82,780	\$0	\$981
Grima, John^d	Acting Executive Manager Regulatory Oversight	\$128,332	\$0	\$282
Campbell, Steve^e	Executive Manager National Operations and Standards	\$107,669	\$0	\$436
Bouttell, Matt^e	Executive Manager Regulatory Oversight	\$107,669	\$0	\$436
Rule, Joe^d	Acting Executive Manager National Operations and Standards	\$76,502	\$0	\$211
Warnock, Anthony^e	Acting Executive Manager Corporate Services	\$74,672	\$0	\$198
Binskin, Mark^f	CASA Board Chair	\$126,953	\$0	\$0
Hallett, Elizabeth^g	CASA Board Deputy Chair	\$76,077	\$0	\$0
Gonzalez, Felipe	CASA Board Member	\$72,170	\$0	\$0
Korhonen, Jacqueline	CASA Board Member	\$63,477	\$0	\$0
Kille, Tarryn^d	CASA Board Member	\$46,265	\$0	\$0
Bridge, Michael^c	CASA Board Member	\$15,869	\$0	\$0
Verkerk, Adrian^d	CASA Board Member	\$7,813	\$0	\$0
Total		\$3,350,600	\$0	\$9,485

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. Key management personnel include those employees who are substantively appointed to a position considered key management or those who have acted in a key management position for a total of 3 months or more. Only the period for which someone is within a key management personnel position is included in the table, which includes part years for staff acting or staff who have commenced or terminated during the year. 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.

Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Superannuation contributions	Long service leave	Other long-term benefits		
\$82,083	\$38,046	\$0	\$0	\$696,884
\$61,351	\$28,511	\$0	\$0	\$454,364
\$13,751	\$25,049	\$0	\$0	\$421,625
\$47,987	\$25,435	\$0	\$0	\$399,834
\$44,881	\$13,677	\$0	\$0	\$352,480
\$47,148	\$11,517	\$0	\$0	\$338,563
\$32,765	\$1,872	\$0	\$0	\$181,616
\$14,510	\$553	\$0	\$55,323	\$154,147
\$16,974	\$3,108	\$0	\$0	\$148,696
\$15,427	\$2,467	\$0	\$0	\$125,999
\$15,427	\$2,467	\$0	\$0	\$125,999
\$12,893	\$1,885	\$0	\$0	\$91,491
\$11,728	\$1,809	\$0	\$0	\$88,407
\$19,551	\$0	\$0	\$0	\$146,504
\$11,717	\$0	\$0	\$0	\$87,794
\$11,116	\$0	\$0	\$0	\$83,286
\$9,775	\$0	\$0	\$0	\$73,252
\$7,430	\$0	\$0	\$0	\$53,695
\$2,444	\$0	\$0	\$0	\$18,313
\$1,396	\$0	\$0	\$0	\$9,209
\$480,354	\$156,396	\$0	\$55,323	\$4,052,158

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). Common items paid to staff within this category include car parking, on-call allowances, flexibility allowances and endorsements allowances.

c Indicates employees who ceased their employment or Board appointment with CASA during the financial year.

d Three employees were acting in a key management position for a period totalling 3 months or longer during the reporting period.

e Indicates employees who commenced their employment or Board appointment with CASA during the financial year.

f Air Chief Marshal (Ret'd) Mark Binskin AC was reappointed as Chair of the CASA Board in May 2024.

g Elizabeth Hallet was appointed Deputy Chair of the CASA Board in May 2024, having served as a CASA Board member since 2020.

Table B.6 Remuneration paid to senior managers, 2023–24

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary ^a	Average bonuses	Average other benefits and allowances ^b	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0 – \$220,000	12	\$103,652	\$0	\$799	\$16,430	\$3,847	\$0	\$12,012	\$136,739
\$220,001 – \$245,000	3	\$176,131	\$0	\$1,362	\$36,334	\$15,421	\$0	\$0	\$229,249
\$245,001 – \$270,000	3	\$208,047	\$0	\$1,020	\$32,902	\$8,123	\$0	\$0	\$250,092
\$270,001 – \$295,000	3	\$234,011	\$0	\$1,668	\$35,506	\$9,875	\$0	\$0	\$281,061
\$295,001 – \$320,000	11	\$254,749	\$0	\$2,512	\$40,508	\$10,467	\$0	\$0	\$308,326

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. There were 11 staff who acted longer than 3 months this year and were included as senior managers. Only the period for which someone is within a senior management position is included in this table for staff acting or those who commenced or terminated during the year. Senior managers who were also key management personnel for part of the year have been included in this table for the period they were not considered key management personnel (3 staff). 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, 2023–24

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 ^a	Average bonuses	Average other benefits and allowances ^b	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$250,000 – \$270,000	23	\$184,229	\$0	\$26,732	\$33,691	\$11,632	\$0	\$0	\$256,284
\$270,001 – \$295,000	15	\$190,052	\$0	\$42,584	\$37,009	\$11,421	\$0	\$0	\$281,066
\$295,001 – \$320,000	15	\$183,673	\$0	\$52,153	\$35,983	\$10,927	\$0	\$20,760	\$303,496
\$320,001 – \$345,000	1	\$276,719	\$0	\$1,020	\$37,827	\$8,866	\$0	\$0	\$324,432
\$345,001 – \$370,000	1	\$204,269	\$0	\$80,460	\$42,756	\$22,107	\$0	\$0	\$349,592
\$370,001 – \$395,000	2	\$306,633	\$0	\$1,187	\$44,125	\$29,530	\$0	\$0	\$381,475
\$395,001 – \$420,000	1	\$343,273	\$0	\$2,374	\$51,686	\$10,326	\$0	\$0	\$407,659

Note: Other highly paid employees are employees whose reportable remuneration was \$250,000 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. Any employee acting for a period of 90 days or longer in a senior executive role has had that portion excluded from the figures presented above.

a Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.

b Other benefits and allowances include allowances that are reportable on individual payment summaries and any fringe benefits (including fringe benefits tax).

External scrutiny

Table B.8 Administrative Appeals Tribunal merits reviews of CASA regulatory decisions, 2021–22 to 2023–24

Matters	2021–22	2022–23	2023–24
With the tribunal			
Applications on hand from the previous year	10	12	9
Applications lodged during the year	14	8	8
Total with the tribunal	24	20	17
Dealt with			
Decisions affirmed	0	1	0
Decisions varied	0	1	1
Decisions set aside	2	1	0
Matters dismissed	5	2	0
Total dealt with	7	5	1
Other			
Applications withdrawn by the applicant	5	5	2
Applications remaining on hand at 30 June	12	10	14
Total other	17	15	16

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 dealt with do not reflect the total numbers of decisions affirmed, varied or set aside or matters dismissed.

Table B.9 Categories of CASA decisions appealed to the Administrative Appeals Tribunal, 2023–24

Subject of decision	Refusal to issue	Issue subject to conditions not sought by applicant for the authorisation	Cancellation/suspension	Total
Flight crew licence (including ratings and endorsements)	0	0	0	0
Aviation maintenance licence or authority (including ratings)	0	0	0	0
Medical certificate	10	3	0	13
Air operator certificate	0	0	0	0
Certificate of approval	0	0	1	1
Certificate of registration or airworthiness	0	0	0	0
Key personnel approval	0	0	0	0
Maintenance controller approval	0	0	0	0
Exemption	0	0	0	0
Freedom of information	0	0	0	0
Remote pilot licence	0	0	0	0
Other matters	0	0	0	0
Total	10	3	1	14

Table B.10 Applications to the Federal Court for judicial review of CASA regulatory decisions, 2021-22 to 2023-24

Matters	2021-22		2022-23		2023-24	
	Filed by subject person	Filed by CASA	Filed by subject person	Filed by CASA	Filed by subject person	Filed by CASA
With the court						
Applications on hand from the previous year	0	1	0	0	0	0
Applications filed during the year	1	1	0	0	0	0
Total with the court	1	2	0	0	0	0
Dealt with						
Application granted	0	1	0	0	0	0
Matters dismissed	1	0	0	0	0	0
Total dealt with	1	1	0	0	0	0
Other						
Proceedings discontinued	0	1	0	0	0	0
Applications on hand at 30 June	0	0	0	0	0	0
Total other	0	1	0	0	0	0
Decisions arising from Administrative Appeals Tribunal decisions	0	1	0	0	0	0

Table B.11 CASA’s responses to coronial recommendations during 2023–24

Inquest Lockhart River #2 - Inquest into the deaths of Wayne Anthony Brischke, Wayne Joseph Ganter, Mark Robert Rawlings, Henry Phillip Roebig, and Stuart Henry Russell Weavell
Date of coronial findings 30 August 2023

Recommendations for CASA

CASA’s responses to these recommendations are set out below.

No findings were made critical of CASA nor that its actions were in any way causative of the accident. The Coroner made 5 recommendations directed to CASA but specifically stated that the subject matter of the recommendations were not findings that they were a cause of the deaths. The Coroner observed that they were put forward as broad recommendations and possible matters for the consideration of CASA as follows:

Recommendation 1

The Civil Aviation Safety Authority to implement relevant regulation to mandate the fitment of TAWS for all small aeroplanes conducting air transport operations under IFR (and night VFR) where the aeroplane has a passenger carrying capacity of 6 or more regardless of whether the aeroplane is turbine or piston powered.

1. New regulations which expanded the requirement to fit Terrain Awareness and Warning System (TAWS) to all aeroplanes used for air transport operations with 10 or more passenger seats, or a maximum take-off weight more than 5700kg, came into effect on 2 December 2023.
2. CASA will shortly commence detailed policy analysis on the safety benefits, and costs, of broadening these requirements to aeroplanes with 6 or more seats. This will include public consultation during 2024 to inform a decision on whether this recommendation should be implemented.

Recommendation 2

CASA, in consultation with AirServices Australia and appropriate aerodrome operators to consider the best way to monitor, or obtain data concerning, the use of the Baro-VNAV procedure at sample or selected aerodromes, including Lockhart River aerodrome, with a view to assessing or evaluating the effectiveness of those procedures and whether steps are needed to encourage air operators to do so.

3. CASA in consultation with Airservices Australia and aerodrome operators have investigated options to monitor, or obtain data concerning, the use of the Barometric Vertical Navigation (Baro-VNAV) procedure at sample or selected aerodromes, including Lockhart River aerodrome. It was determined that there was no passive method available to determine the utilisation of Baro-VNAV approaches, and that the only way to determine whether a pilot had flown a Baro-VNAV approach is to ask them. Previous location specific pilot surveys typically have a low response rate with results not being reliably representative of the population and potentially misleading. CASA will look for opportunities to collect information regarding equipment for, and utilisation of Approach with Vertical Guidance procedures (which includes Baro-VNAV), at a national level as part of a wider data collection survey in 2024.

Recommendation 3

CASA provide further information and aviation safety advice, together with education, to the relevant industry sectors, about the hazards of conducting instrument approaches (including RNAV(GNSS)) in IMC, and the importance of maintaining a comprehensive and competent systematic scan technique in hazardous weather conditions, including turbulence.

4. A communications strategy to raise awareness of the hazards and risks of flying in instrument meteorological conditions has been developed. This will target pilots flying under both visual flight rules and instrument flight rules (IFR). It addresses concerns relating to human factors such as pilot distraction and increased workloads, as well as the importance of visual scanning techniques. Communications will include an article in CASA's flagship aviation safety magazine, Flight Safety Australia, as well as social media posts and articles in other CASA newsletters. An Aviation Safety Advisor will also be speaking at the Regional Aviation Association of Australia annual conference on this topic on 20 March 2024.

Recommendation 4

CASA provide further information and aviation safety advice, together with education, to the flight examiners who conduct Instrument Proficiency Checks of the need to fully assess and check the competence of a pilot who is or may be required to conduct a RNAV/GNSS approach in maintaining a comprehensive and competent systematic scan technique in hazardous weather conditions, including turbulence, both in terms of underpinning knowledge and in terms of demonstrated performance.

5. CASA will add information to its Flight Examiner Handbook emphasising the need for an instrument rating applicant to demonstrate a comprehensive instrument scan at all times throughout a flight test or proficiency check. CASA will also highlight the importance of instrument scans in all IFR operations which includes Area Navigation/Global Navigation Satellite System approaches during the Flight Examiner Rating Course and its associated Professional Development Program.

Recommendation 5

That Civil Aviation Safety Authority:

- (a) review and amend its existing general guidance material (Advisory Circular AC 1-02) to include appropriate recommendations and guidance in relation to exposition content addressing the requirements of a pilot conducting an instrument approach procedure; and
6. Sections 2.18.1 and 2.18.5 of Annex A to Advisory Circular 1-02 version 3.3 were updated in September 2023 to include exposition content guidance relating to instrument approach procedures. Copies of Advisory Circular 1-02 version 3.3 and Annex A to AC 1-02 v 3.3 are attached and marked "A".
- (b) consider how it might appropriately conduct surveillance of the exposition content of existing Australian air transport operators regarding stabilised approach procedures and the conduct by their pilots of instrument approach procedures.

7. CASA's initial actions in response to this recommendation are focused on the implementation by Australian air transport operators of acceptable stabilised approach procedures, noting that these procedures partially overlap with the conduct of instrument approach procedures. CASA has added specific items to all planned surveillance activity to review compliance with the regulations under Part 121 and Part 135 of the Civil Aviation Safety Regulations 1998 (Cth) related to policies and procedures for the conduct of a stabilised approach and landing. In addition, in response to incidents or accidents arising from failure to maintain a stabilised approach, CASA has conducted focussed Response Surveillance events following those occurrences to review stabilised approach policies and procedures.



Appendix C: Annual report requirements

Reporting requirements

Legislative reference	Description	Part of report
<i>Public Governance, Performance and Accountability Act 2013</i> , section 46	Annual report for Commonwealth entities	Throughout
Public Governance, Performance and Accountability Rule 2014, section 17BE and Schedule 2A	Contents of annual report for corporate Commonwealth entities	Throughout
<i>Civil Aviation Act 1988</i> , section 49	Ministerial directions and notices	Part 3
<i>Commonwealth Electoral Act 1918</i> , section 311A	Expenditure on advertising and market research	Part 5
<i>Environment Protection and Biodiversity Conservation Act 1999</i> , section 516A	Environmental performance and emissions from operations	Part 5
<i>Work Health and Safety Act 2011</i> , Schedule 2, Part 4	Work health and safety matters	Part 4

Requirements of the Public Governance, Performance and Accountability Rule 2014

PGPA Rule reference	Part of report	Description	Requirement
17BE	Contents of annual report		
17BE(a)	Part 3	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Part 3	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Part 2	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Part 3	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
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 noncompliance with: <ul style="list-style-type: none"> (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act 	If applicable, 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 noncompliance with finance law and action taken to remedy noncompliance	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
17BE(ka)	Part 7	Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: <ul style="list-style-type: none"> (a) statistics on fulltime employees; (b) statistics on parttime employees; (c) statistics on gender; (d) statistics on staff location 	Mandatory
17BE(l)	Introduction Part 7	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
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> <p>(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</p> <p>(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</p>	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
17BE(r)	Part 5	<p>Particulars of any reports on the entity given by:</p> <p>(a) the Auditor-General (other than a report under section 43 of the Act); or</p> <p>(b) a Parliamentary Committee; or</p> <p>(c) the Commonwealth Ombudsman; or</p> <p>(d) the Office of the Australian Information Commissioner</p>	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

PGPA Rule reference	Part of report	Description	Requirement
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	<p>The following information about the audit committee for the entity:</p> <ul style="list-style-type: none"> (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee 	Mandatory
17BE(ta)	Part 7	Information about executive remuneration	Mandatory

Appendix D: Correction of errors in the previous annual report

This appendix corrects 5 errors of fact in the CASA Annual Report 2022–23:

- On page 93, under 'Unplanned absences', the report incorrectly states that 97.2% of absences were taken as personal leave. The correct figure is 71.5%.
- On page 94, Table 21 shows that Australian Public Service employee turnover rates were 7.0% in 2021–22 and 6.9% in 2022–23. The correct rates are 8.1% for both years.
- On page 159, Table A.3 incorrectly shows the 2022–23 total for remotely piloted aircraft operator certificates as 409. The correct total is 1,409.
- On page 160, Table A.5 shows the total number of current pilots in 2022–23 as 32,849. The correct total is 30,853.

Abbreviations list

AAM	advanced air mobility
AAT	Administrative Appeals Tribunal
ADHD	attention-deficit/hyperactivity disorder
ADS-B	automatic dependent surveillance-broadcast
ANTR	Air Navigation, Transformation and Risk Division
AOD	alcohol and other drugs
ASAP	Aviation Safety Advisory Panel
ASL	average staffing level
ATSB	Australian Transport Safety Bureau
AvSEF	Aviation State Engagement Forum
BARC	Board Audit and Risk Committee
BVLOS	beyond visual line-of-sight
CAA NZ	Civil Aviation Authority of New Zealand
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulations
CATSIEN	CASA Aboriginal and Torres Strait Islander Employee Network
E&IO	Ethics and Integrity Officer
eVTOL	electric vertical take-off and landing
FAA	United States of America Federal Aviation Administration
FAA-APAC	FAA – Asia-Pacific
FOI Act	<i>Freedom of Information Act 1982</i>
FTE	full-time equivalent
GEN	Gender Equity Network
ICAO	International Civil Aviation Organization
ICC	Industry Complaints Commissioner
Indonesian DGCA	Indonesian Directorate General of Civil Aviation
MOS	Manual of Standards
MOU	memorandum of understanding
OCTA	outside of controlled airspace

PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RAP	reconciliation action plan
RPAS	remotely piloted aircraft systems
SSP	State Safety Program
SSPIA	State Safety Program Implementation Assessment
UK CAA	United Kingdom Civil Aviation Authority
WGEA	Workplace Gender Equality Agency
WHS	work health and safety
WHS Act	<i>Work Health and Safety Act 2011</i>

Index

A

- A220 flight simulator, 89
- abbreviations, 193
- Aboriginal and Torres Strait Islander employees, 95, 96; *see also* CASA Aboriginal and Torres Strait Islander Employee Network; Indigenous Apprenticeships Program
- accidents and incident trends, aviation industry, 12, 28–30
- accountability reporting, 108–119
 - statistics, 176–187
 - see also* corporate governance
- accountable authority, Board as, 50
- acknowledgement of country, ii
- ACT Smart recycling accreditation, 114
- Administrative Appeals Tribunal, 108
 - review of CASA decisions, 40, 108, 182–183
- Administrative Appeals Tribunal Act 1975*, 108
- Administrative Decisions (Judicial Review) Act 1977*, 108
- administrative scrutiny, 108–109, 182–187;
 - see also* Administrative Appeals Tribunal; Commonwealth Ombudsman; external scrutiny; Federal Court
- advanced air mobility technologies, 11, 17
 - certification of, 10, 38, 46, 87
- advertising and market research, 118–119
- advisory circulars, publication of, 10, 37
- aerial work sector
 - accident and incident trends, 12, 28
 - aircraft airworthiness regulatory reforms, 10, 31, 33, 37
 - statistics, 160
- aerodrome rescue and firefighting services
 - regulations, 32
- aerodrome statistics, 171
- age, employee, 96
- agile work, transitioning to, 103
- air display procedures, training, 44, 98
- Air Navigation Commission (ICAO), 86
- air operator statistics, 160
- air traffic management, 32; *see also* airspace administration
- air transport sector, 12, 28
- Airbus flight simulator, 89
- aircraft age, 168
- aircraft maintenance engineers
 - modular licence for, 10, 16, 17, 32, 33, 78, 81
 - scholarships, 16, 81, 84, 120
- aircraft registration statistics, 167
- airline lounge memberships, Board declarations of, 77
- Airservices Australia, 4, 28, 30, 85, 86, 88
- Airspace Act 2007*, 4, 25, 48, 49
- airspace administration, 7, 25, 48, 49, 84
- airworthiness certification, international agreements on, 37
- airworthiness panels (ICAO), 38, 86
- airworthiness regulatory implementation status, 31, 113
- airworthiness statistics, 166–171
- alcohol and other drugs program, 8, 103
- analysis of performance, 27–44
- annual performance statement, 25–44
- annual report requirements, 188–191
- annual reporting obligations, 1, 25, 48
- application processing, service delivery standards, 7, 17, 39
- apprentices, recruitment, 44, 95, 105
- Asia/Pacific Air Navigation Planning and Implementation Regional Work Group (ICAO), 38, 86
- Asia-Pacific region, engagement in, 10, 38, 85, 86, 88
- Asia Pacific Regional Aviation Safety Team (ICAO), 86; *see also* Regional Aviation Safety Group – Asia and Pacific Regions (ICAO)
- audit committee, 56–59, 77
- Australia–New Zealand mutual recognition agreements, 48; *see also* mutual recognition arrangements, international
- Australian Airline Financial Relief Package, 22
- Australian Airspace Policy Statement 2021, 49
- Australian Aviation Hall of Fame, 106
- Australian Aviation Wildlife Hazard Group, 106
- Australian Beechcraft Society Pilot Proficiency Program, 106
- Australian Federal Police, 78

Australian Flying Wings Awards, 106
 Australian Human Rights Commission, 95
 Australian Information Commissioner, 108
 Australian Maritime Safety Authority, 88
 Australian National Audit Office, 108
 independent audit report, 122–123
 Australian Permanent Mission (ICAO), 186
 Australian Public Sector Reputation Index, 35
 Australian Public Service Statement of Common Conditions, 93
 Australian Transport Safety and Investigation Bodies Financial Sustainability Review, 17
 Australian Transport Safety Bureau, 4, 28, 30, 34, 48, 88
 MOU with, 85
 Australian Wildlife Hazard Group Workshop, 106
 Australian Women Pilots' Association, 106
 Automated Airspace Authorisation Trial, 10
 automatic dependent surveillance broadcast equipment, safety benefits, 83
 average staffing level, 92
 aviation fuel excise revenue, 19, 20, 22; *see also* financial statements
 aviation infringement notices, 112, 174
 aviation medicine reforms; *see* Class 5 medical scheme, introduction of
 Aviation Policy Group, 4, 85
 Aviation Safety Advisory Panel, 34, 84, 111
 technical working groups, 8, 17, 31, 34, 84, 111
 aviation safety campaigns, 42–43, 81–83; *see also* *Know Your Drone; Your safety is in your hands*
 Aviation Safety Committee, 28, 30, 74, 75
 aviation safety data, interagency sharing, 28, 30, 37, 85, 87
 Aviation State Engagement Forum, 84
Aviation Transport Security Act 2004, 48
 AviationWorx training portal, 98
 AvSafety seminars, 9, 42, 80; *see also* safety seminars; seminars and webinars
 awards, employee, 98–102

B

balloons, 10, 32, 33, 81
 beyond visual line-of-sight exam for remote pilots, 90
 bilateral aviation arrangements, 38, 85, 87, 88; *see also* international engagement; regional cooperation
 Board
 as accountable authority, 50
 committees, 56–63
 membership, 50, 51–55
 Board Audit and Risk Committee, 77
 membership, 56–58
 remuneration, 59
 budget estimates hearings, 108
 Bureau of Infrastructure and Transport Research Economics, 28, 30
 Bureau of Meteorology, 88

C

Canada, 37, 38, 87, 88
 see also Transport Canada Civil Aviation, MOU
 capability management, employees, 92;
 see also training and professional development, staff; workforce planning
 capacity-building activities, regional, 10, 38, 85, 88, 98
 Capital Management Plan, 22
 carbon monoxide safety campaign, 83
 CARE for MATES course, 102
 CASA Abilities Network, 96–97
 CASA Aboriginal and Torres Strait Islander Employee Network, 97, 105
 CASA Annual Report 2022–23, corrections of errors in, 192
 CASA Awards, 98–102
The CASA Briefing (e-newsletter), 79
 CASA Consultation Hub, 78–79, 84, 111
CASA Corporate Plan 2023–24, 6, 25, 36;
 see also corporate plan
CASA Enterprise Agreement 2023–2026, 93
CASA People and Culture Strategy 2022–2027, 92, 102
 cash flow, 21; *see also* financial statements; financial summary

- Chair of the Board
 - message from, 14–15
 - statement of preparation, 25
- Chicago Convention, 86
- Chief Executive Officer, CASA
 - review by, 16–18
 - see also* Director of Aviation Safety
- Civil Aviation (Carriers' Liability) Act 1959*, 48
- Civil Aviation Act 1988*, 48
 - Board requirements under, 50, 56, 59, 76
 - CASA functions under, 4, 25, 48, 85, 112, 113
 - employment of staff under, 93
 - external engagement obligations under, 78, 81
 - notice of strategic direction under, 49
 - reporting obligations under, 1, 25, 48
- Civil Aviation Administration of China, 87
- Civil Aviation Authority of New Zealand, 15;
 - see also* New Zealand
- Civil Aviation Legislation Amendment Act 1995*, 48
- Civil Aviation Orders, 48
- Civil Aviation Regulations 1988, 48
- Civil Aviation Safety Authority of Papua New Guinea, 38
- Civil Aviation Safety Regulations 1998, 48, 108
 - Part 21, 31
 - Part 42, 31
 - Part 43, 10, 31, 33
 - Part 61, 32, 37
 - Part 66, 10, 32, 33
 - Part 67, 32
 - Part 91, 106
 - Part 92, 31
 - Part 101, 31, 33
 - Part 103, 31
 - Part 105, 10, 32, 33
 - Part 121, 33
 - Part 131, 10, 32, 33
 - Part 137, 37
 - Part 138, 37
 - Part 139, 4
 - Part 145, 31, 41
 - Part 171, 32
 - Part 176, 32
- Class 5 medical scheme, introduction of, 16, 32
- Client Services Centre, 17, 35
- Code of Conduct, 76
- Comcare, 104
- Comcover, 113
- Commonwealth Director of Public Prosecutions, 40, 78, 112
- Commonwealth Electoral Act 1918*, 118
- Commonwealth Fraud and Corruption Control Framework, 77
- Commonwealth Ombudsman, 76, 108
- Commonwealth Procurement Rules, 118
- Commonwealth Risk Management Policy, 74
- community engagement, 41, 78–84
 - on regulatory framework, 33, 34
 - see also* external engagement
- complaints management, 109–111
- compliance and assurance activities;
 - see* surveillance operations
- conflict of interest mechanisms, 76–77
- consultancy services, 21, 118
- consultation and feedback surveys, 78–79;
 - see also* CASA Consultation Hub
- consultative forums; *see* Aviation Safety Advisory Panel; CASA Consultation Hub; industry consultation; stakeholder satisfaction surveys
- contact details, inside back cover
- continuing airworthiness requirements, 31, 38, 86, 113
 - maintenance operations, 31, 32, 33, 41
- continuous improvement strategies, 23, 36, 43–44
- Continuous Monitoring Approach (ICAO/USOAP), 86
- Convention on International Civil Aviation*, 86
- coronial inquiries, 109
 - response to recommendations, 109, 185–187
- corporate governance, 48–78; *see also* Objective 3: Continuously improve organisational performance
- Corporate Integrated Reporting and Risk Information System, 34
- corporate objectives, 6, 26, 36; *see also* CASA Corporate Plan 2023–24; corporate plan; performance reports
- corporate plan, 6, 18, 25, 27, 36, 49, 74, 111
- corrections to errors in 2022–23 annual report, 192

Crash comic – partial panel peril (video), 9
credit cards, irregularities in use of, 77
culturally and linguistically diverse staff, 96
culture, organisational, 15, 94, 97
 strategy, 92, 102
 see also People and Culture Sub-Committee

D

dangerous goods, regulations, 31, 83
Data Council, 75
Department of Defence, 4, 85
Department of Foreign Affairs and Trade, 10, 88, 98
Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 4, 17, 85, 86, 87, 88
designated aviation medical examiners, audit, 74
digital services, 8, 40; *see also* myCASA portal
Director of Aviation Safety
 appointment to CASA Board, 50
 review by, 16–18
Director of Public Prosecutions, referrals to, 40, 112
Directorate General of Civil Aviation Indonesia, 38
diversity champions, Executive, 96
Diversity Council Australia, 94
diversity, workforce, 95–96; *see also* workplace diversity and inclusion
drones, safety awareness material, 8, 43, 79, 80, 81–82, 118; *see also* remotely piloted aircraft systems

E

early intervention rehabilitation program, 104
ecologically sustainable development report, 114–115
education and awareness activities, 7, 42, 78–83; *see also* AvSafety seminars; safety seminars; training and professional development, staff
Effective Implementation score (ICAO Universal Safety Oversight Audit Program), 30
eLearning modules, 98, 103
electric vertical take-off and landing vehicles, 10, 46; *see also* advanced air mobility technologies, certification of

emerging technologies, impact on operations, 15, 16, 17, 18, 37–38, 46
Emissions Reduction Strategy, 114
emissions reporting, 114, 115
employee awards, 99–102
employee statistics, 4, 92–93, 96, 176–177
employment arrangements, 43, 92, 93
enabling legislation, 48–49
e-newsletters, 79–80
Energy Management Plan, 114
energy use, organisational, 114–115
enforceable voluntary undertakings, 112
enforcement actions, 7, 16, 34, 40, 112
 statistics, 173–174
enterprise agreement, 43, 92, 93
entry control mechanisms, 7, 10, 38
Environment Protection and Biodiversity Conservation Act 1999, 114
environmental sustainability report, 114–117
European Union Aviation Safety Agency, collaboration with, 10, 37, 38
European Union Ramp Inspection Programme, 38
Executive Committee, 74, 75
executive leadership team, 66–73
expenses, 6, 17, 19, 21; *see also* financial statements; financial summary
external engagement, 78–88
external scrutiny, 108–111, 182–187

F

FAA – Asia-Pacific bilateral partners forum, 38, 87
Facebook, 78
Federal Aviation Authority (USA), 10, 37, 46, 87
Federal Court, 40, 108, 184
58th Conference of Directors General of Civil Aviation Asia and Pacific Regions, 38
financial statements, 122–158
 independent auditor's report, 122–123
financial summary, 6, 17, 19–22; *see also* financial statements
First Nations Leadership and Allyship Summit, 95
5G mobile network technology, interference from, 83
flight crew licensing, 32, 37, 81
 statistics, 162–163

flight operations regulations, implementation status, 15, 16, 17, 18, 31–32, 33, 113
 flight operations statistics, 160–161
 flight personnel statistics, 162–163
Flight Safety Australia (magazine), 79, 83
 flying training sector, 12, 28
Focus on Flight Ops (e-newsletter), 79
 Focused Audit activity (ICAO), 30, 37, 86
 foreign licensed maintenance engineers, recognition of, 10, 16, 33
 Forward Regulatory Program, 31
 foundation training program, 44
 fraud awareness training, 77
 fraud control, 77
Fraud Control and Integrity Plan 2022–2024, 77
Freedom of Information Act 1982, 108, 113
 freedom of information requests, 108, 113
 fuel excise revenue, 19, 20, 22
Fuel for Thought (safety seminar theme), 80

G

Gender Equity Network, 97
 general aviation sector, 12, 15, 28
 General Aviation Workplan, 16, 18
 governance and accountability legislation, 48–49
 governance committees, 74–75
 governance, corporate, 48–78; *see also* Objective 3: Continuously improve organisational performance
 GovID service, 8, 41
 Graduate Development Program, 44, 92
 Graduate Program Data Stream, 44
 grants and sponsorships, 84, 106
 greenhouse gas emissions, corporate, 114, 115
 Guidance Delivery Centre, 8, 66, 111
 audit of, 74

H

helicopter pilots, regulatory arrangements, 37
 hot air airships, 10, 32, 33, 81
 human resource management, 43–44, 92–106
 statistics, 176–177

incident and accident trends, aviation industry, 12, 28–30
 income, 6, 17, 19, 20; *see also* financial statements; financial summary
 indemnities and insurance, 113
 independent audit report (ANAO), 122–123
 Indigenous Apprenticeships Program, 44, 95, 105
 Indigenous employees, 95, 96; *see also* CASA Aboriginal and Torres Strait Islander Employee Network; Indigenous Apprenticeships Program
 Indigenous Leadership Summit, 95
 Indonesia, 10, 38, 88
 Indonesia Transport Safety Assistance Package, 10
 industry advisory panels; *see* Aviation Safety Advisory Panel
 Industry Complaints Commissioner, 109–111
 industry consultation, 7, 16, 31, 33, 34, 80, 81, 111; *see also* Aviation Safety Advisory Panel; CASA Consultation Hub; community engagement
 influenza vaccination program, 103
 Information Publication Scheme, 113
Infrastructure, Transport, Regional Development and Communications Portfolio Budget Statements 2023–24, 22, 25, 28; *see also* 2023–24 Portfolio Budget Statements; 2024–25 Portfolio Budget Statements; portfolio budget statements
 Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio, 6, 49
Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2023–24 *see* portfolio budget statements, 2023–24
 insurance and indemnities, 113
 interesting figures and activities in 2023–24, 8–12
 internal audit arrangements, 74
 International Civil Aviation Organization (ICAO), 85, 86
 audits, 14, 16, 30, 37, 86, 88
 CASA participation in working groups, 14, 38, 86

International Day of People with Disability, 96
international engagement, 10, 15, 37–38,
85–88; *see also* International Civil Aviation
Organization (ICAO); multilateral aviation
arrangements; mutual recognition
arrangements, international; regional
cooperation; trilateral arrangement with
New Zealand and Canada
*International Interests in Mobile Equipment
(Cape Town Convention) Act 2013*, 48
intragovernmental engagement, 85

J

Japan, 88
Japanese Civil Aviation Bureau, 46, 87
Jawun Australian Public Service Secondment
Program, 95
Jawun Empowered Communities Program, 95
Joby Aviation, 10, 46
judicial reviews of decisions, 108, 184
Judiciary Act 1903, 108

K

key activities, measures and targets, 6, 26, 27,
36–44
Know Your Drone (safety campaign), 43, 81–82,
118
e-newsletters, 79
website, 8, 43
Know Your Drone Safety Advocates (e-newsletter),
79, 80
Korea Office of Civil Aviation, 87

L

law enforcement agencies, collaboration with,
11
leadership development, 98; *see also* manager
orientation program
learning management system, 44
extension to international agencies, 10, 38,
88, 98
letter of transmittal, 1
LGBTQIA+ inclusion, 97
liability insurance, 113
licensing statistics, 9, 162–163

LinkedIn Learning, 98
list of requirements, 188–191
locations, staff, 176–177

M

Mabo Day, 97
Maintenance Matters (e-newsletter), 79
Maintenance Month, 81, 83
maintenance organisations statistics, 164
maintenance personnel statistics, 164–165
Major Programs Board, 74, 75
management and accountability statistics,
176–187
management committees, 75
manager orientation program, 74
Manuals of Standards, 10, 31, 32, 33, 48
market research and advertising, 118–119
medical certificates, 16, 32, 108, 163
memorandums of understanding (MOUs), 37,
85, 86, 87, 88
mental health training, 103
merits review of decisions, 108, 182
Minister for Infrastructure, Transport, Regional
Development and Local Government, 25, 49
ministerial directions, 49
Minister's Statement of Expectations, 15, 18,
25, 49
mission, organisational, 6, 14
modular licenses, aircraft maintenance
engineers, 16, 17, 32, 33, 78, 81
motor vehicle fleet, organisational, 115
multilateral aviation arrangements, 38, 85, 88;
see also trilateral arrangement with Canada
and New Zealand
mutual recognition arrangements,
international, 37, 48, 87
myCASA portal, 8, 39, 41

N

National Aviation Authority Network, 37–38, 87
National Aviation Safety Plan, 27, 86
national drone detection system, 43, 82
National Health and Safety Committee, 103

National Jet Services, pilot training, 89
 National Oversight Plan, 18, 34, 40, 113; *see also* surveillance operations
 National Reconciliation Week, 97
 National Runway Safety Group, 10
 National Sorry Day, 97
 National Surveillance Selection Process, 34
 net result, 20–21; *see also* financial statements; financial summary
 Net Zero in Government Operations Strategy, 114, 115
 New Zealand, 37, 38, 48, 88
 non-compliance with finance law, 112
 non-ongoing employees, 4, 176, 177
 notice of strategic direction, 49; *see also* Statement of Expectations, Minister's
 notifiable incidents, health and safety, 104

O

Objective 1: Maintain and enhance a fair, effective and efficient aviation safety regulation system, 6, 26, 36
 performance report, 36–41
 Objective 2: Engage collaboratively with the wider aviation community to promote and support a positive safety culture, 6, 26, 36
 performance report, 42–43
 Objective 3: Continuously improve organisational performance, 6, 26, 36
 performance report, 43–44
 objectives, portfolio, 6, 26, 36
 office locations, 5
 Office of Parliamentary Counsel, 10, 31, 33
 Office of the Australian Information Commissioner, investigations, 108
 Ombudsman, Commonwealth, 76, 108
 ongoing employees, 4, 176, 177
 online learning modules, 98, 103
 operating environment, organisational, 4
 operating results, 6, 17, 19–21
 operating statistics, 112, 160–174
 operating surplus, 6, 17, 19; *see also* financial statements
 Operations Over and Near People Policy (drone operations), 10–11
 Operations Working Group of the Remotely Piloted Aircraft Systems Panel (ICAO), 38, 86

organisational structure, 64–65
 changes to, 66
 orientation program, staff, 74, 76
 outcome, portfolio, 6, 25, 26
 overview, 14–22

P

Pacific Aviation Safety Office, 38, 88
 Pacific region, capacity-building activities, 10, 38, 85, 88, 98
 Papua New Guinea – Australia Transport Sector Support Program, 10
 Papua New Guinea, 10, 38, 88
 parachuting, regulations, 32
 parliamentary accountability, 108
 pay gap, gender, 95
 People and Culture Sub-Committee, 59–63
 people management, 43–44, 92–106
 statistics, 176–177
 people with disability, 96; *see also* CASA Abilities Network
 performance framework, 25–26
 Performance Management and Communication Scheme, 76
 performance measures and targets, results against, 27, 28–35; *see also* key activities, measures and targets
 performance reports
 analysis of performance, 27
 Objective 1, 36–41
 Objective 2, 42–43
 Objective 3, 43–44
 portfolio measures, 28–35
 performance results, summary, 6, 18
 Personnel Training and Licensing Panel (ICAO), 38, 86
 pilot safety campaign, 16, 42, 80; *see also* Pilot Safety Hub
 Pilot Safety Hub, 79, 83
 pilot training simulator, 89
 plain English guides, 81, 106, 111
 portfolio budget statements, 2023–24, 6, 25
 performance measures and results, 6, 18, 27, 28–35
 portfolio budget statements, 2024–25, 17, 19, 22
 portfolio objectives, 26, 36

portfolio outcome, 6, 25, 26
 private aircraft operations, regulatory reforms, 10, 16, 31, 33
 Procedures for Air Navigation Services (ICAO), 36
 procurement, 118
 professional development program; *see* training and professional development, staff
 professional indemnity, 113
 Program 1.1, 26
Psychosocial Risk Management Action Plan, 102
Public Governance, Performance and Accountability Act 2013, 48, 49
 Board requirements under, 56, 76–77
 reporting obligations under, 1, 25, 48
 Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017, 49
 Public Governance, Performance and Accountability Rule 2014, 1, 25, 76–77, 112, 118
Public Interest Disclosure Act 2013, 76
 public interest disclosure policy, 76
 public perceptions of CASA's performance, 35
Public Sector Workplace Relations Policy 2023, 93
 purchasing, 118
 purposes, agency, 25

Q

QantasLink, pilot training, 89
 Queensland Coroner's Court, 109
 questions on notice, 108

R

Rainbow Skies Network, 97
 ramp inspection program, 34, 38
 recognition and reward procedures, staff, 98–102
 reconciliation action plan, 92, 97
 records management training, 98
 Recreational Aviation Australia National Safety Month, 106
 recruitment, staff, 44
 recycling, waste, 114

Regional Aviation Safety Group – Asia and Pacific Regions (ICAO), 38, 86
 regional cooperation, 15, 85, 88; *see also* international engagement
 regulator performance, 49, 111
 Regulatory Change Manual, 36
Regulatory wrap-up (e-newsletter), 79
 rehabilitation management procedures, 104
 related entity transactions, 113
 remote pilot licence holders, 4, 17, 90, 161
 remotely piloted aircraft systems, 11, 81, 90
 international cooperation on, 37, 38, 86, 87
 operator statistics, 16, 161
 see also drones, safety awareness material
 RPAS and AAM Strategic Regulatory Roadmap, 11
 remuneration
 Board Audit and Risk Committee, 59
 key management personnel, 178–179
 other highly paid employees, 181
 senior managers, 180
 Resource Management Guide 128 – *Regulator Performance*, 49, 111
 responsible minister, 49
 retention, staff, 44
 revenue, 6, 17, 19, 20; *see also* financial statements
 risk-based regulatory framework, 5, 18, 37, 113
 risk management policies, 74
 role and functions, organisational, 4, 7, 25, 48, 85, 112, 113

S

Safety Assessment of Foreign Aircraft Programme (EU Safety Agency), 10
Safety Culture, Critical? (safety seminar theme), 80
 Safety or Human Factors Course Scholarship, 106
 safety seminars, 7, 8, 9, 16, 42, 80–81
 scholarships, 16, 81, 84, 106, 120
 Security Council, 75
 self-service portal; *see* myCASA portal
 seminars and webinars, 7, 8, 9, 16, 42, 80–81;
 see also AvSafety seminars

- Senate Rural and Regional Affairs and Transport Legislation Committee, 108
- senior management changes, 66
- service delivery standards, 17, 18, 39
- Share the Skies. Fly Safe* (safety campaign), 43, 82
- significant activities and changes, 112–113
- simulator for Airbus pilot training, 89
- Singapore, 88
- Sir Donald Anderson Awards, 106
- social media, 78
- Solomon Islands, 10
- sponsorships and grants, 84, 106
- sport and recreation aviation, regulation standards, 3, 8, 16, 31
- staff statistics, 4, 92–93, 96, 176–177
- staff training; *see* training and professional development, staff
- staff turnover, 94
- stakeholder engagement; *see* community engagement; external engagement; stakeholder satisfaction surveys
- stakeholder satisfaction surveys, 32, 35, 78
- Standards and Recommended Practices and Procedures (ICAO), 36, 86
- Standing Notice of Material Personal Interest (Board Members), 77
- State Safety Program Implementation Assessment (ICAO), 30, 86
- State Safety Programs, 30, 38, 85, 86
- Statement of Expectations, Minister's, 15, 18, 25, 49
- Statement of Intent, 49
- statutory authority, CASA as, 4, 48, 49
- strategic risk profile and appetite, 59, 74
- Strategic Workforce Plan 2024–2027*, 43, 92; *see also* workforce planning
- stretch reconciliation action plan, 92
- structure, organisational, 64–65
changes to, 66
- succession planning; *see* workforce planning
- surveillance operations, 16, 18, 34, 40
- surveys
consultation and feedback surveys, 78–79
public perceptions of CASA's performance, 35
stakeholder satisfaction, 35, 42, 78
- T**
- Technical Arrangement for Airworthiness, 88
- technical working groups
Aviation Safety Advisory Panel, 8, 17, 31, 34, 84, 111
ICAO, 14, 86
- Tonga, 10, 88, 98
- Tonga Civil Aviation Division, 88, 98
- training and professional development, staff, 44, 98; *see also* eLearning modules
- training certificates, statistics, 172
- transparency
of decision-making, 5, 14, 18, 39, 40, 48
of engagement, 34–35
- Transport Canada Civil Aviation, MOU, 37, 87; *see also* Canada
- Transport Safety Investigation Act 2003*, 48
- trilateral arrangement with Canada and New Zealand, 38, 88
- tripartite arrangement on ICAO participation, 85, 86
- turnover, employee, 94
- U**
- uncrewed aircraft, regulation of, 9, 10–11, 31, 33; *see also* remotely piloted aircraft systems
- United Kingdom Civil Aviation Authority, collaborative arrangements, 38, 46, 87, 88
- United States of America, 88; *see also* Federal Aviation Authority (USA), National Aviation Authority Network
- Universal Safety Oversight Audit Program (ICAO), 30, 37, 86
- Universal Safety Oversight Audit Program Continuous Monitoring Approach (ICAO), 86
- unplanned absences, employee, 93–94
- V**
- values, organisational, 5; *see also* Code of Conduct
- vertical take-off and landing aircraft, electric, 10, 46
- vertiports, development of, 17, 81
- vision, 6
- visual flight rules, guides, 90

W

waste management, organisational, 114, 115
webinars and seminars, 7, 8, 9, 16, 42, 80–81;
 see also AvSafety seminars
website, CASA, visits, 9
wellbeing program, employee, 92, 102–103
Wellness Hub, 103
wildlife hazard management measures, 88, 106
Wings Awards, 106
Women in Aviation National Conference, 106
Women in Leadership mentoring program,
 Indonesia, 38, 88
Work Health and Safety Act 2011, 103
work health and safety, employee, 92, 102–104
workers compensation, 104
workforce planning, 18, 43, 92
working-from-home arrangements, audit of, 74
workplace agreements, 93; *see also* enterprise
 agreement
workplace diversity and inclusion, 94–97
Workplace Gender Equality Act 2012, 95
Workplace Gender Equality Agency, 95
World Parkinson's Day, 97

Y

year ahead, 18
Your safety is in your hands (safety campaign), 9,
 42, 80, 82–83, 118
 e-newsletter, 79

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