



Australian Government
Civil Aviation Safety Authority

Annual Report 2024-25



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

Publication details

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

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Letter to the Minister



Australian Government
Civil Aviation Safety Authority

CHAIR – CASA BOARD

5 September 2025

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 2024–25

On behalf of the Civil Aviation Safety Authority (CASA), I present to you CASA's annual report for the reporting year 1 July 2024 to 30 June 2025, for your approval.

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

The report is made in accordance with a resolution of the Board of CASA, which is responsible under section 46 of the PGPA Act for presenting an annual report to you, for presentation to the Parliament, on CASA's activities during the period. The annual report was reviewed by the Board and approved on 5 September 2025.

Yours sincerely

A handwritten signature in black ink, consisting of a stylized 'M' followed by a long, sweeping horizontal stroke.

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, Sport and the Arts

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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* (CAA).

Role

CASA's key role under the CAA 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 our role, we consider the economic and cost impacts of the aviation safety standards that CASA administers. We also consider the risks associated with each aviation industry sector, and the effects of aviation-related activities on the environment. The safety of air navigation and the operation of aircraft are our most important considerations.

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

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

Operating environment

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

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

At 30 June 2025, CASA had a direct regulatory relationship with:

- **70,507** pilots, including:
 - over **39,600** remote pilots
 - over **13,000** sport and recreation pilots
- **949** air traffic controllers
- **10,178** licensed aircraft maintenance engineers
- the operators of:
 - **16,545** registered aircraft, including **7,160** aircraft operating under sport and recreation aviation organisations
 - **30,984** active registered drones
 - **333** certified aerodromes
- the holders of:
 - **624** air operator certificates
 - **3,011** remotely piloted aircraft operator certificates
 - **540** maintenance organisation certificates.

People

CASA is committed to supporting a safe and inclusive workplace.

CASA had 863 ongoing and non-ongoing employees in offices around Australia at 30 June 2025, and an average staffing level of 824 full-time equivalent employees for 2024–25.

Values

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



Excellence: to strive to excel in all we do.



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



Integrity: our actions and behaviour are open, transparent and ethical.



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



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

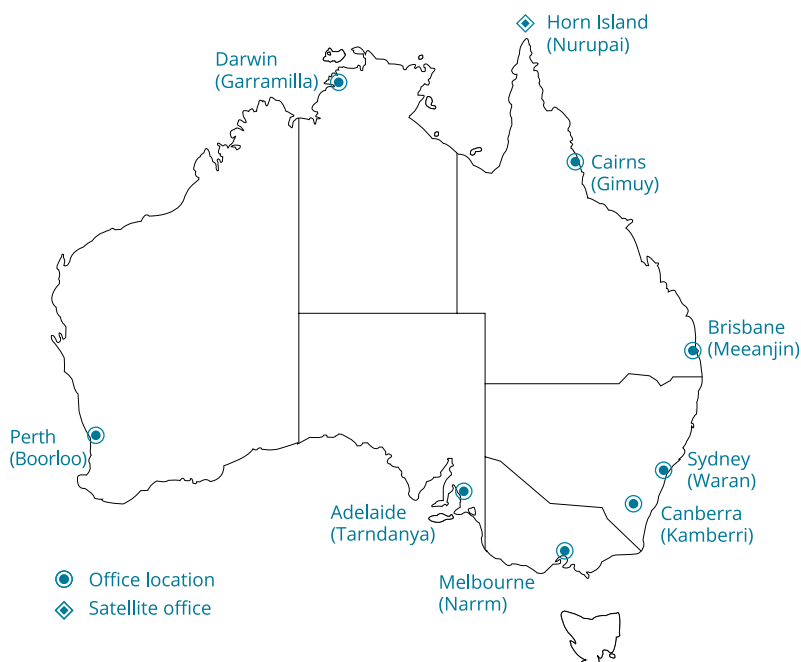


Fairness: to ensure our actions and decisions are informed, consistent, risk-based, evidence-driven and without bias.



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

Locations



Portfolio outcome

As an entity in the Infrastructure, Transport, Regional Development, Communications, Sport 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 2024–25*.

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.

Financial results

Key indicator	2023–24 (\$m)	2024–25 (\$m)	Change (%)
Operating revenue	254.1	195.9	(22.9) ▽
Operating expenses	227.1	221.8	(2.3) ▽
Operating surplus (deficit)	27.0	(25.9)	(196.3) ▽

Objectives

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

Performance

In 2024–25, CASA's portfolio budget statements and corporate plan set out 6 key activities, with 11 performance measures and 21 targets. Sixteen targets were achieved and 5 were not achieved.

How CASA enhances aviation safety

- We conduct entry control assessments and regulatory surveillance of, and provide regulatory services to, the civil aviation industry, including air transport operations, aerial work operations, remotely piloted aircraft systems operations, maintenance providers, manufacturers, design organisations, aviation training organisations, flying schools and sport and recreation aviation organisations.
- 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 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), and help to shape aviation policy and approaches to safety at a global level.
- We proactively engage and maintain positive working relationships with the National Aviation Authorities Network and other key aviation authorities to streamline industry standards and requirements, and foster cooperation, learning and sharing of best practices.

Interesting figures from 2024–25

Digital engagement

- **480,287** unique views on CASA's homepage, casa.gov.au
- **666,928** views of the Australian Civil Aircraft Register through the CASA website
- **1,027** downloads of CASA's online aerodrome maps
- **3,003** orders placed and **115,829** items despatched through our online store

Aviation safety education and engagement

- **138** AvSafety seminars and webinars
 - **872** digital badges issued to webinar attendees
 - **737** clicks to the registration site for AvSafety seminars
 - Nearly **1,400** downloads for AvSafety information cards
- **414** on-site visits, reaching more than **5,750** industry members
- **17** technical working groups, with more than **70** industry members
- **64,485** users and more than **125,900** page views of the Pilot Safety Hub
 - **48%** of visitors used mobile phones
 - **48%** used desktops
 - **4%** used tablets
- **1,832** page views for CASA's most popular video, *Crash comic – Desert storm*

Aviation safety campaigns

- More than **322,350** users and **1.5 million** page views of the *Know Your Drone* campaign website
 - More than **51,190** completions of the *Know Your Drone* quiz
 - More than **99,000** clicks on CASA-verified drone safety apps via the website
- **89%** of pilots reached by the *Your safety is in your hands* campaign – **69%** of pilots who saw the campaign did something differently as a result
- **584** Aviation Safety Pledges made and digital badges issued since launching in March 2025, to showcase the commitment to safety of
 - **119** organisations
 - **379** pilots
 - **86** aircraft maintainers
- More than **62,000** page views of the new *Pack Right. Safe Flight.* campaign site since launching in March 2025
 - Nearly **20,000** searches
 - Most searched topics: power banks, small electrical appliances, appliances, disposable razors, dry batteries and laptops

Service delivery and regulatory activity

- **4,250** enquiries, from **3,700** individual enquirers
- **154,371** regulatory services jobs received, comprising **146,500** individual requests and **7,871** requests for organisations
- **64,982** phone calls to CASA via 131 757, related to:
 - **34%** aviation medicine
 - **28%** licensing and registration
 - **14%** other CASA areas
 - **10%** remotely piloted aircraft/drones
 - **9%** myCASA and the self-service portal
 - **5%** regulatory services and organisational approvals
- **34,746** email enquiries and requests (excluding applications) reviewed and actioned by the Client Services Centre
- **60,048** applications received and processed manually across licensing, registration, aviation medical certification, and other administrative services
- **8** approvals for rocket launches
- **2** approvals for heavy uncrewed balloon flights
- **10,839** alcohol tests and **2,360** drugs tests performed

myCASA online portal

- **78** digital services now available, up from 67 in 2023–24
- **70%** of enquiries commenced with myID (formerly myGovID) and **38%** of transactions performed outside traditional business hours
- **78,000** users per month, on average, viewing the home page
- **44%** of users applying for multiple transactions
- **54,000** digital licences and permissions downloaded, with more than **1,500** new downloads each month

Trends in aviation accidents

CASA conducts routine quantitative sector accident analysis to identify and monitor aviation safety risks and trends. In 2024–25, we reviewed our data sources and metrics for aviation accidents to ensure the ongoing ability of data to provide the necessary reporting in a timely manner. Our analysis is now aligned with more reliable, repeatable and timely reporting mechanisms via the National Aviation Safety Plan. This analysis uses various data sources, such as Airservices Australia and the Australian Transport Safety Bureau, with oversight from CASA's Aviation Safety Committee (ASC).

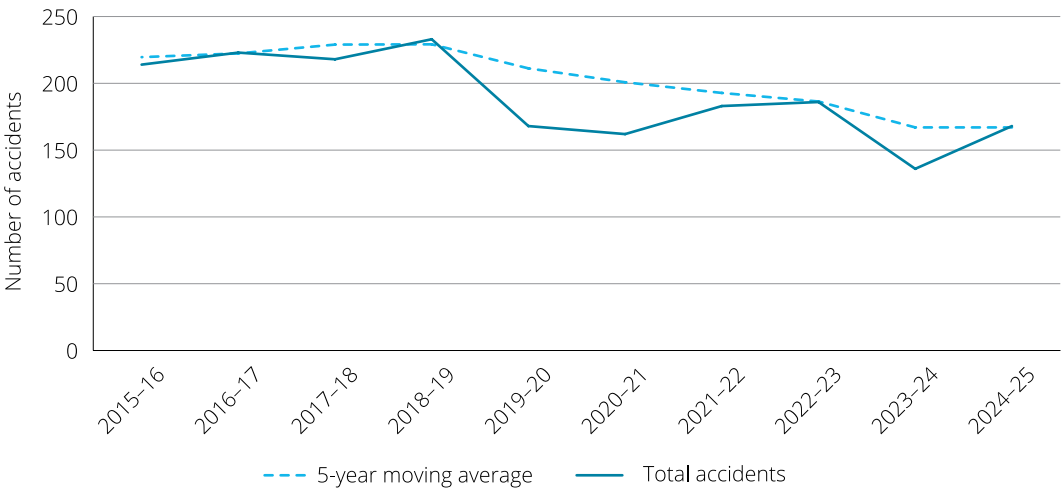
Where possible, this analysis uses aircraft departures (number of take-offs) to determine an accident rate (the accident count standardised against aircraft departures). Where departures are not available for a given sector, and to ensure the timely availability of safety information, the ASC analysis uses an accident count (the number of reported aircraft accidents), consistent with the National Aviation Safety Plan.

The overall accident trend declined for the period 2015–16 to 2024–25 (see Figure 1). Individual sectors had varying accident numbers, and uncrewed aviation had a long-term increase in the number of accidents. Commercial air transport, commercial aviation, and non-commercial aviation all have decreasing long-term trends.

There were 168 accidents in 2024–25, which is below the 10-year average of 198.1 accidents. For more details, see the discussion of our regulation, oversight and assurance activity in Part 2 of the annual report.

Noting the long-term downwards trend in the total number of accidents, CASA has determined that there is no immediate risk to aviation safety in Australia and that significant changes to mitigation practices are not required.

Figure 1. Overall aviation industry accident trend and moving average



Source: Australian Transport Safety Bureau (ATSB).

Note: Accident counts are based on accidents recorded in the ATSB occurrence database. Both fatal and non-fatal accidents are included in the accident count.



1

Part 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: *Safe skies for all*.

In this part:

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Message from the Chair of the Board

Aviation is an industry that demands a certain level of flexibility and agility. When situations change, people in aviation must be ready to respond – whether they are pilots facing unexpected weather, engineers with an unforeseen problem, or aviation business managers challenged by an unpredicted economic cycle.

It is all about getting the balance right: being ready and able to make new decisions while assessing and understanding the risks and consequences. Many of us in aviation make these types of judgements regularly, probably without great thought about the process, as it is simply part of what we do every day.

For a regulator such as CASA, working with an industry that embeds flexibility and agility, there is an inherent challenge.

CASA is the arbiter of the safety regulations. The rules are set out in black and white and can't be ignored or altered on the spot. There are very sound safety and risk management principles behind the regulations, which have been developed from years of experience, significant industry engagement and lessons from past events, including the tragic accidents which have helped shape our regulatory approach. It is simply not in the nature of safety regulators to make hasty decisions or sudden changes of direction.

Yet a significant part of a safety regulator's job is to best use its fixed resource base to adapt to evolving technologies, respond to events to meet emerging risks, and ensure that they strengthen the aviation safety system. Importantly, a regulator should not be a roadblock to progress; it should not slow down the development of a vibrant industry.

For all these reasons, the Board has been particularly focused over the past year on CASA's ability to be responsive to the aviation industry. Clearly, our first priority is to make sure CASA is responding successfully and professionally to changing aviation safety risks, using data and risk analysis to drive improvements where required. At the same time, the Board has been looking at how CASA listens to the aviation community and demonstrates an understanding of the feedback and issues raised during the course of regulatory business.

I have described the approach we are looking for from CASA as being that of a 'modern regulator', where the organisation is data driven, risk based and committed to finding shared solutions. Naturally, this doesn't mean everyone will get what they want in every CASA decision or action, but it does mean being open and clear about how and why decisions are made.

I believe that CASA is making positive progress in being a 'modern regulator', with a greater receptiveness to feedback and a willingness to listen with understanding. More effective collaboration means we are getting more effective safety outcomes for the Australian community.

A good example of CASA working effectively with the aviation community has been the ongoing review of airspace in the Pilbara region in Western Australia. This has involved extensive engagement with local operators, resulting in a number of practical actions. Importantly, CASA supported the setting up of the Pilbara Operators Safety Forum, which enables stakeholders to engage with each other and explore common issues and opportunities to enhance aviation safety in the region.

Improvements in Pilbara airspace safety are ongoing, but the way CASA and the aviation community in the region have worked together is a strong example of what can be achieved when the regulator and the people and organisations being regulated respect and trust each other.

Active engagement with domestic and international aviation partners has also played an important role in CASA's efforts to proactively support international consistency in the area of emerging technologies. A significant example is the *Roadmap for Advanced Air Mobility Aircraft Type Certification*, developed through a highly collaborative process and breaking new ground in terms of global cooperation.

The Board is pleased CASA has been working cooperatively with the aviation community on a range of initiatives. The approach CASA is taking to a wide range of projects, such as the updated General Aviation Workplan and the implementation of the new National Oversight Plan, means we can expect to see a stronger aviation safety system in the future.

Australia continues to deliver air transport and other aviation activities that meet the high safety expectations of the Australian public and CASA is working to be an even more effective and efficient safety authority. The Board thanks everyone in CASA for their efforts during 2024–25.



A handwritten signature in black ink, consisting of a stylized 'M' followed by a long, sweeping horizontal line.

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

Review by the Chief Executive Officer and Director of Aviation Safety

As CASA marks its 30th anniversary this year, it is instructive to think about the journey industry and our organisation have made. For some of us, 1995 doesn't feel like such a long time ago. But much has changed in Australian aviation over 30 years.

The B747 was the flagship Qantas aircraft, the B767 was flying domestic routes, drones were a military tool only, and 'advanced air mobility' was a term yet to be used.

In July of 1995, the aviation landscape in Australia changed when the government of the day created 2 new aviation bodies: the Civil Aviation Safety Authority and Airservices Australia. Those with knowledge of aviation history will know the birth of these organisations followed a turbulent time in aviation regulation and safety, with 2 high-profile fatal accidents creating pressure for reform of the national safety system.

Thirty years ago, a major criticism was that the regulator was too close to the aviation industry. In more recent times, criticism has claimed that CASA has been too remote from the realities and concerns of the industry.

The truth, of course, is that CASA strives to find a balance – to be a fair and independent regulator, which is consultative and collaborative, while giving safety primacy at all times. This means we can't make everybody happy with every decision we take, but we do put a lot of time and effort into considering multiple viewpoints and options before taking actions. We appreciate that CASA is only one part of the aviation safety system and the organisations and people who make up the rest of the system all need to understand and respect the outcomes we are seeking.

When I look back on the past year, I'm pleased to say I can see that these underpinning principles are running through our activities and delivering positive outcomes. Key areas that were identified for progress during the year have advanced, although as usual there is work in progress. They include the continued implementation of the flight operations regulations, the rollout of the new National Oversight Plan, a renewed focus on regulatory service delivery, reforms affecting licensed aircraft maintenance engineers, and strategic workforce planning and quality assurance.

The National Oversight Plan reflects a number of our key objectives as it aims not just to improve and better coordinate our oversight of the aviation industry, but also to change the perception of the term 'oversight'. It embeds our commitment to take a risk-based approach to surveillance and will enable us to engage more effectively with industry during compliance activities, including providing essential feedback on safety and regulatory issues. Importantly, it moves us away from looking at individual interactions with industry to understanding what safety trends are emerging and what we can do to support safer outcomes.

During the past year we have continued to listen to feedback from the aviation community about regulatory service delivery. The aviation community is required to obtain regulatory services from CASA, which means we have a responsibility to deliver these efficiently and within reasonable timeframes. We have taken a number of actions to give the aviation community a clearer picture of what they can expect from us in service delivery while reducing the number of service applications on hand.

Our new service delivery dashboard highlights response times and other key performance indicators and is being progressively populated. It shows how many business days we are taking to process typical applications, how many applications are completed, and what percentage are completed within the published target.

The scope of CASA's online service delivery has continued to expand, with 78 separate online services now available through the myCASA portal and more than 237,000 registered users of the system. A further 190 paper forms are scheduled to move online by the end of 2025–26.

In addition, there is a new charter outlining the standard of service stakeholders and clients can expect when they interact with CASA. The charter promotes excellence in service delivery and underscores our commitment to ensuring that our staff are well trained, supported and equipped with the necessary skills.

Finally, I must mention the work we have been doing on workforce planning and quality assurance. We have been looking carefully at our workforce to make sure we have the right people in the right roles at the right times. It is essential to have a workforce with the capability to meet current regulatory and safety demands, while being ready to adapt as the aviation industry innovates and develops, and we have made solid progress in this area. In parallel, our quality assurance plan has been developed to give us a framework to ensure that our processes and decisions are effective in achieving our goals.

I thank every CASA person for their efforts over the past year, as well as the tens of thousands of people across the aviation community who continue to work to make sure Australia's aviation safety system is performing to a high standard.



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 deficit of \$25.9 million in 2024–25, compared to a \$27.0 million surplus in 2023–24.

The difference of \$52.9 million reflects a decrease of \$58.2 million in income and a \$5.3 million decrease in expenses.

The decrease in income was primarily due to a decrease in revenue received from the government in appropriation funding. This was partly offset by improved aviation fuel excise revenue following continued industry growth.

The decrease in expenses was primarily due to a decrease in suppliers and other expenses associated with the reduced funding position.

In 2024–25, CASA's operating result was \$3.7 million more favourable than the estimate published in the 2025–26 portfolio budget statements. The actual result was a deficit of \$25.9 million, compared to an estimated deficit of \$29.6 million.

The variance from the estimate was primarily due to the increase in aviation fuel excise revenue. Table 1 provides further details.

Table 1. Comparison of actual results from 2024–25 with 2023–24 actual results and 2024–25 budgeted results (\$m)

	Actual 2024–25	Actual 2023–24	Variance	Actual 2024–25	Estimated actual 2024–25 ^a	Variance
Income	195.9	254.1	(58.2) ▽	195.9	192.1	3.8 △
Expenses	221.8	227.1	(5.3) ▽	221.8	221.7	0.1 △
Surplus/(Deficit)	(25.9)	27.0	(52.9) ▽	(25.9)	(29.6)	3.7 △

a. Budget figures are 2024–25 estimated actuals based on the figures published in the 2025–26 portfolio budget statements.



Net result

Income

The decreased income reflects a reduction in government appropriation funding due to the cessation of the Australian Airline Financial Relief Package in 2023–24. This is partially offset by an increase in aviation fuel excise revenue.

Figure 2 shows the change in income from 2023–24 to 2024–25 and compares actual results to budget estimates for 2024–25.

In 2024–25, approximately 21% of CASA's income was from government appropriations (43% in 2023–24) and 67% was from aviation fuel excise (50% in 2023–24).

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

Figure 2. Actual revenue for 2023–24 and actual and budgeted results for 2024–25

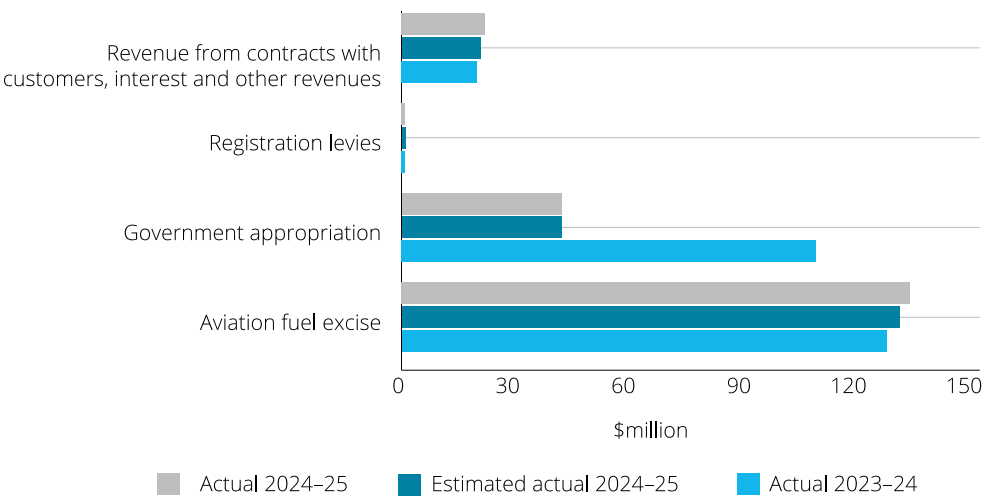
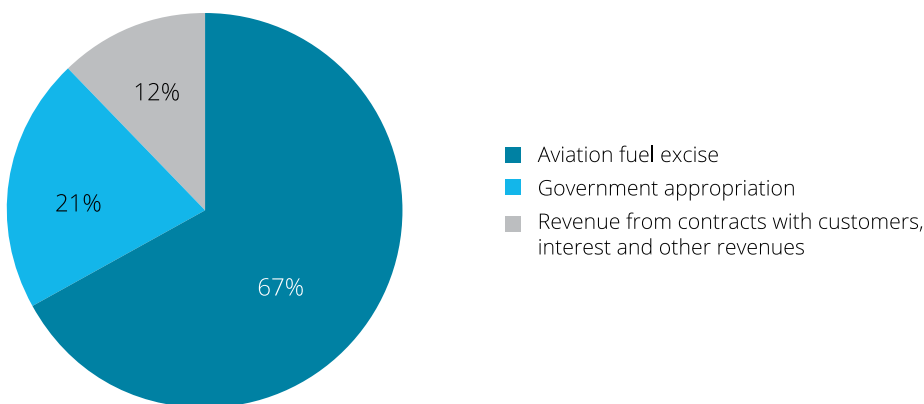


Figure 3. Sources of revenue, 2024–25



Expenses

Total expenses decreased by \$5.3 million in 2024–25 compared to 2023–24. This was primarily attributable to a decrease in supplier and other expenses.

A reduction in consultancies, contracted services and IT expenses is the primary reason for the decrease in supplier expenses.

Figure 4 shows the change in expenses from 2023–24 to 2024–25 and compares actual results to budget estimates.

In 2024–25, CASA spent approximately 67% of total expenditure on employee costs (63% in 2023–24) and approximately 24% on suppliers (28% in 2023–24). The remaining costs were mainly related to depreciation and amortisation or finance costs (see Figure 5).

Figure 4. Actual expenses for 2023–24 and actual and budgeted results for 2024–25

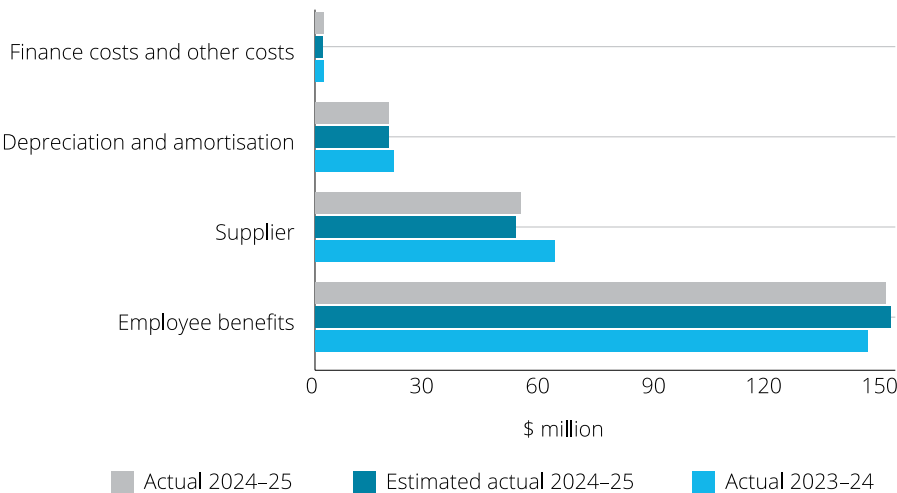
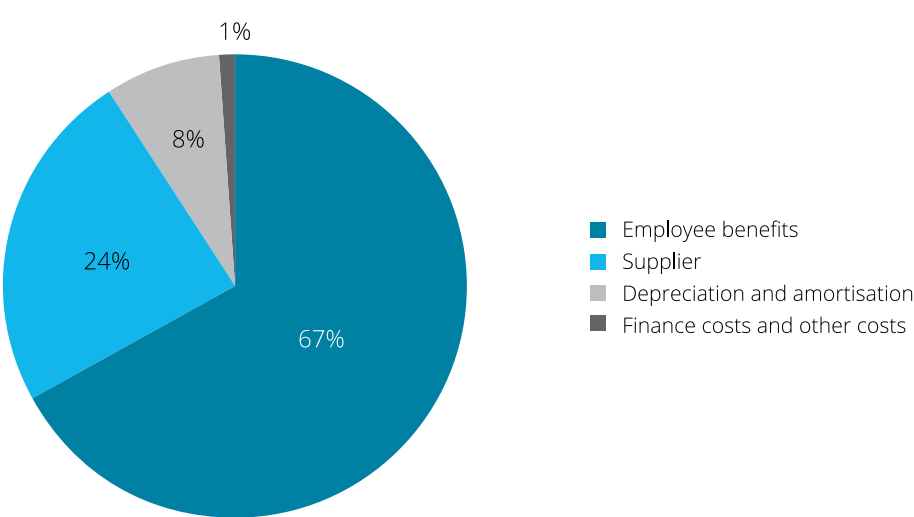


Figure 5. Expenditure, 2024–25



Cash flow

CASA's cash balance (including short-term investments) at 30 June 2025 was \$117.7 million (\$136.5 million in 2023–24), a decrease of \$18.8 million. The decrease in the cash balance was mainly represented by net cash used from operating activities of \$2.6 million (net cash received of \$47.1 million in 2023–24), and net cash used by investing activities (property, plant and equipment and intangibles) of \$10.4 million (\$7.3 million in 2023–24). Additionally, CASA used \$5.8 million for financing activities (leased buildings and equipment), which was a decrease of \$1.3 million this year.

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 a continued strong net asset position. CASA continues to maintain a sound financial position, with total assets exceeding total liabilities and a net assets position of \$107.7 million. This remains sound, despite a reduction of \$25.6 million in 2024–25.

Financial outlook

The details below are taken from the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2025–26*.

Since the original 2024–25 budget there has been an improvement in fuel excise collection, which has been reflected in 2025–26 and across the forward estimates.

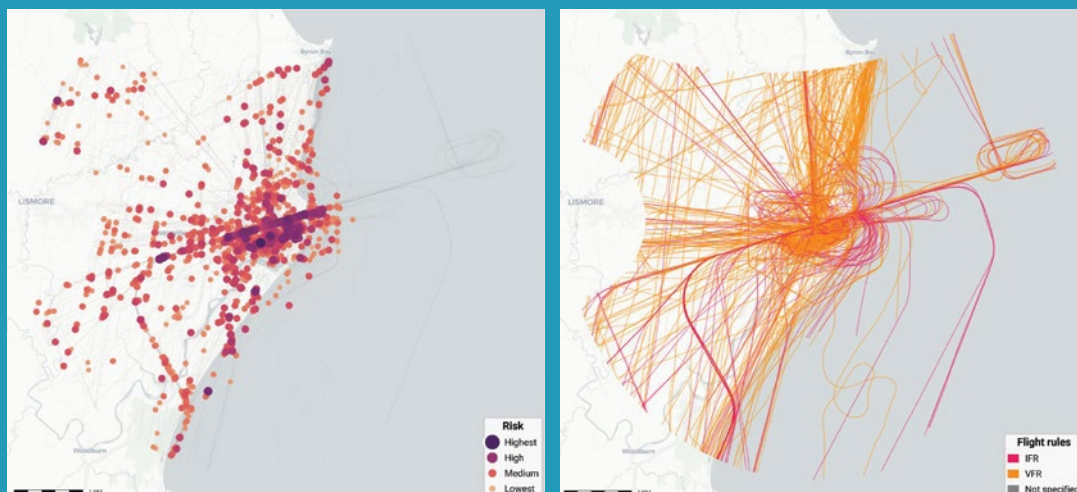
CASA is budgeting for a \$14.7 million operating deficit in 2025–26 and deficits across the forward estimates of \$20.5 million in 2026–27, \$16.7 million in 2027–28 and \$16.7 million in 2028–29, unchanged from the 2024–25 Budget.

CASA's total forecast income for 2025–26 is \$205.0 million, derived as follows:

- \$54.8 million from government appropriations
- \$130.2 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
- \$5.5 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 2025–26 and the forward years. As published in the portfolio budget statements, appropriation revenue is expected to remain consistent over the forward estimates. There is an expected reduction in interest revenue due to anticipated operating losses and utilisation of cash reserves. Aviation fuel excise revenue is expected to increase by 2.4% in 2026–27 with expected increases in 2027–28 and 2028–29 of 2.8%.



Images: ARMS can examine real flights (left image) to quantify airspace collision risk (right image).

Quantifying collision risk in Australian airspace

As part of the Australian Future Airspace Framework, CASA developed the Airspace Risk Modelling System (ARMS) to quantify airspace collision risk in Australian airspace. ARMS provides first-of-type, world-leading airspace risk assessment capability that enables rapid, consistent and reliable assessments of collision risks in current airspace and enables predictive airspace risk assessments to assess potential changes in activity.

ARMS was originally developed to support the Office of Airspace Regulation but has become a critical tool for several CASA teams. It has been used to assess airspace risks associated with airspace change proposals, emerging aviation activity, new technology, and assessing the impact of aviation growth in locations such as Western Sydney and Ballina, New South Wales; and the Pilbara region of Western Australia.

In addition to providing airspace risk assessments for any airspace volume within Australia, ARMS can quantify collision risk for certain specialist operations, such as remotely piloted aircraft systems, high-altitude operations, and rocket launches or re-entries. The tool uses multiple data sources, including real-world flight surveillance data, to provide the most detailed assessments possible.



2

Part 2 – Annual performance statements

This part of the report provides a detailed assessment of how CASA's performance during the year contributed to achieving our purposes.

In this part:

- Statement of preparation 23
- Purposes 23
- Performance framework 24
- Results achieved 24
- Analysis of performance 27

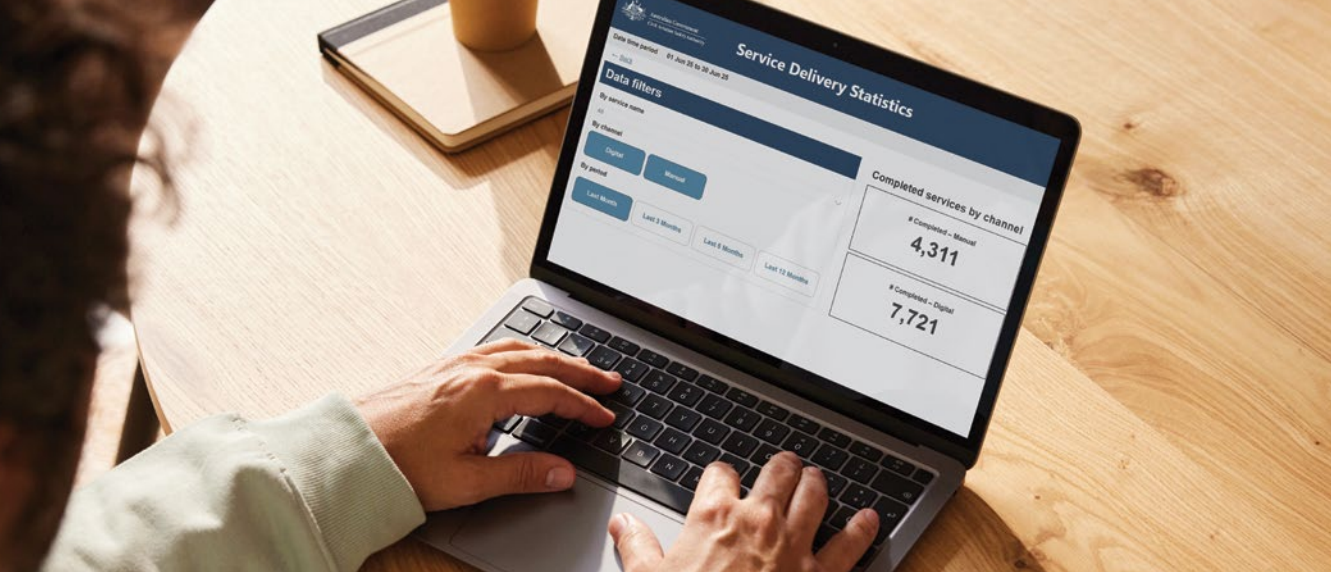


Image: Representation of a stakeholder viewing the service delivery dashboard

Improving transparency and accountability in service delivery

Improving transparency and accountability were key drivers behind CASA's implementation of a new service delivery dashboard which provides detailed metrics on our response times and performance indicators for key regulatory services.

Frustration with service delivery has been a common theme in stakeholder satisfaction surveys, and the dashboard aims to address this by demonstrating what our service response times are, whether we are meeting them, and how we are tracking against them. We are closely examining our processes to identify efficiencies which will reduce the time frames of our published service level standards.

Launched in September 2024, the colour-coded dashboard initially provided detailed response times and performance indicators for regulatory service applications made by individuals. Work continued through the financial year so that metrics relating to organisational approvals were rolled out by June 2025.

By the end of the financial year, more than 100 visitors per month were using the Client Services Centre and Regulatory Oversight Division sections of the dashboard. Visitors were able to access 110 service items listed across the digital and manual channels.

The dashboard allows applicants and CASA to compare current performance with that of previous years, and to see the number of business days it should take on average to complete specific service requests; how many requests have been completed; and other details, such as processing time.

CASA updates the statistics in real time to ensure that stakeholders and the aviation industry have access to the most recent and accurate data, keeping them informed of application processing times and allowing them to plan accordingly.

The dashboard was developed while CASA continued to work to manage all the jobs on hand and be more responsive to industry needs without compromising safety. It is complemented by a service charter that sets the standard of service that stakeholders and clients can expect when they interact with CASA.

The charter defines service quality, response times, how we will communicate, and what the aviation community can expect from us. It also sets out what we expect of industry, including responding to enquiries in a timely way and treating staff with respect.

Statement of preparation

I, on behalf of the Board of the Civil Aviation Safety Authority, present the 2024–25 annual performance statements 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* (CAA) and other applicable legislation.

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



Air Chief Marshal (Ret'd) Mark Binskin AC

Chair of the CASA Board

5 September 2025

Purposes

CASA is an independent statutory authority established in 1995 under the CAA.

The main object of the CAA is to establish a regulatory framework for maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

In accordance with the CAA, CASA's key function is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory.

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

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.

As an entity in the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio, CASA was responsible for one outcome in 2024–25:

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

In accordance with section 16F(2) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), the annual performance statements provide details of CASA's results against the criteria set out for CASA on:

- pages 235 to 236 of the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2024–25* (May 2024)
- pages 32 to 35 of the *CASA Corporate Plan 2024–25*.

No additional performance measures were identified for CASA in portfolio additional estimates statements or other portfolio statements in 2024–25.

In 2024–25, we reviewed our performance measures relating to aviation accidents and incidents, for which results were not able to be reported in 2023–24. We have aligned our measures for those matters with more reliable, repeatable and timely reporting mechanisms consistent with the National Aviation Safety Plan.

Our previous measures reported accident rates and relied on data that became available too late in the calendar year to be reflected in the annual report. Accident rate metrics are now utilised only for commercial air transport where aircraft departure data is readily available. For other sectors, where aircraft departure data is not available in a timely manner, we now report on accident counts, consistent with the National Aviation Safety Plan.

Results achieved

Our performance measures combine various effectiveness, output and efficiency targets that are qualitative or quantitative in nature, 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 2024–25 portfolio budget statements and CASA's 2024–25 corporate plan, we achieved our purposes through 3 objectives supported by 6 key activities that describe CASA's critical functions and processes. CASA demonstrates achievement using 11 performance measures and 21 targets for those activities, as shown in Table 2.

The results represent CASA's performance outcome for 2024–25, with 16 targets (76%) achieved, and 5 targets (24%) not achieved. This is comparable to last year's outcome.

Table 2. Summary of results, 2024–25

Performance measure	Targets	Result
Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk	90% of surveillance events are achieved as detailed in the National Oversight Plan.	✓ Achieved
Number of fatalities	Zero fatal accidents for commercial air transport (CAT).	✗ Not achieved
	Stable or reducing number of fatal accidents for: • commercial aviation crewed • non-commercial crewed • uncrewed.	✗ Not achieved
Number of accidents	Stable or reducing accident rate per million departures for CAT.	✓ Achieved
	Stable or reducing number of accidents for • commercial aviation crewed • non-commercial crewed • uncrewed.	✓ Achieved
Number of serious incidents	Stable or reducing serious incident rate per million departures for CAT.	✗ Not achieved
	Stable or reducing number of serious incidents for: • commercial aviation crewed • non-commercial crewed • uncrewed.	✗ Not achieved
CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements	CASA uses appropriate global resources and arrangements to support its audit certification processes.	✓ Achieved
	CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices.	✓ Achieved
	CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU).	✓ Achieved

Performance measure	Targets	Result
Enforcement actions undertaken are fair, consistent, and transparent	All decisions reviewed by the Administrative Appeals Tribunal and in the Federal Court are affirmed or not substantially varied in any material respect.	✓ Achieved
	All briefs are accepted by the Commonwealth Director of Public Prosecutions.	✓ Achieved
CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework	CASA adheres to Government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate.	✓ Achieved
	Regulatory implementation against the planned program is achieved.	✗ Not achieved
Clear, open, and transparent engagement with stakeholders, including the aviation industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework	100% of significant regulatory changes are publicly consulted and outcomes informed by industry feedback.	✓ Achieved
	CASA's stakeholder satisfaction and client sentiment shows a stable or increasing trend.	✓ Achieved
	CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend.	✓ Achieved
All regulatory services we deliver have defined timeframes that are followed	CASA establishes and publishes regulatory service delivery timeframes for all regulatory services.	✓ Achieved
	CASA ensures all regulatory service decisions are made in accordance with published service delivery timeframes.	✓ Achieved
Increased uptake of services delivered digitally	Digital submission volumes through use of self-service channels: ≥ 82%.	✓ Achieved
CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives	CASA ensures its workforce is managed in accordance with workforce priorities.	✓ Achieved



Analysis of performance

This section provides details and analysis of CASA's results in delivering its purpose through objectives and key activities set out in its 2024–25 corporate plan, as shown in Table 3.

Table 3. Corporate plan objectives and key activities, 2024–25

Objectives	Key activities
1. Maintain and enhance a fair, effective and efficient aviation safety regulation system	Regulation, oversight and assurance International compliance and engagement Safety standards and state safety program
2. Collaborative engagement with the aviation industry and wider community to promote and support aviation safety	Stakeholder engagement and service delivery
3. Continuous improvement of organisational performance	Workforce, information and risk management

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

Key activity: Regulation, oversight and assurance

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

Target	Result
90% of surveillance events are achieved as detailed in the National Oversight Plan.	✓ Achieved

In 2024–25, CASA achieved 97% (compared to 94% in 2023–24) completion of scheduled surveillance events, exceeding the corporate plan target of 90%. This strong performance reflects the effectiveness of CASA's dual-stream approach to planned oversight activity, comprising the multi-year surveillance plan and the annual surveillance schedule developed through the National Surveillance Selection Process (NSSP). Any scheduled events that were not completed during the year were rescheduled into the next oversight cycle to maintain continuity of regulatory coverage. The result also highlights improved coordination and scheduling under CASA's risk-informed planning processes.

The multi-year surveillance plan, which commenced on 1 July 2024, supports the National Oversight Plan and focuses on authorisation types relating to flight operations, flying training, and continuing airworthiness. For each authorisation holder included in this stream, a defined number of events and scope outcomes are planned over a multi-year period.

Reporting under this structure focuses more on the issues and risks identified through surveillance than on the number of events delivered. The NSSP stream complements this approach, comprising scheduled surveillance events across other authorisation types such as aerodromes, remotely piloted aircraft systems (RPAS), maintenance personnel licensing, and international operations. Together, these 2 streams provide a comprehensive and risk-based picture of CASA's surveillance delivery.

Performance measure: Number of fatalities

Target	Result
Zero fatal accidents for commercial air transport (CAT) ^a .	✗ Not achieved
Stable or reducing number of fatal accidents for: - commercial aviation crewed^b - non-commercial crewed^c - uncrewed^d.	✗ Not achieved

a. Crewed aircraft conducting passenger, cargo or medical transport for hire or reward.
b. Crewed aircraft conducting aerial work operations or instructional flying activity.
c. Crewed aircraft activity other than commercial air transport or commercial aviation.
d. Any uncrewed aircraft activity.

One fatal commercial air transport (CAT) accident occurred during the reporting period, exceeding the target of zero. The accident involved a non-scheduled CAT seaplane colliding with water at Rottnest Island, Western Australia, resulting in 3 fatalities.

A longer-term assessment of CAT fatal accidents did not identify any notable trends or common failures.

The number of fatal accidents in commercial aviation (6) was above the 10-year average (5.5), meaning the performance target was not met.

In the reporting period:

- 4 fatal accidents occurred during aerial work (3 during agricultural spreading/spraying and one during aerial mustering), resulting in 5 fatalities
- 2 fatal accidents occurred during instructional flying, resulting in 4 fatalities.

In response to the increase in fatal accidents (and an increase in serious incidents) in aerial agriculture, CASA engaged with the agriculture sector – including through state-based work health and safety agencies, Farmsafe and industry associations – and conducted an aerial agriculture sector safety risk profile in November 2024.

The numbers of fatal accidents (11) and fatalities (13) in non-commercial aviation were both below the 10-year average. There were no fatal accidents involving uncrewed aviation. The total number of fatal accidents (17) is below the 10-year average (19.7), and the number of fatalities (25) is also below the 10-year average (29.6).

CASA will continue to monitor fatal accidents and fatalities through the Aviation Safety Committee via the Aviation Safety Scorecard. Table 4 summarises the results by industry sector for the reporting period.

Table 4. Fatal accidents and fatalities, by industry sector, 2024–25

Sector	Fatal accidents	Fatalities
Commercial air transport	1	3
Commercial aviation	6	9
Non-commercial aviation	11	13
Uncrewed aviation	0	0
Total	17^a	25

a. One fatal accident in October 2024 involved 2 aircraft from 2 separate sectors. This fatal accident is counted in both commercial aviation and non-commercial aviation for the purpose of sector reporting but only counted once for cumulative (total) reporting.

Performance measure: Number of accidents

Targets	Results
Stable or reducing accident rate per million departures for commercial air transport (CAT) ^a .	✓ Achieved
Stable or reducing number of accidents for: • commercial aviation crewed^b • non-commercial crewed^c • uncrewed^d.	✓ Achieved

- a. Crewed aircraft conducting passenger, cargo or medical transport for hire or reward.
- b. Crewed aircraft conducting aerial work operations or instructional flying activity.
- c. Crewed aircraft activity other than commercial air transport or commercial aviation.
- d. Any uncrewed aircraft activity.

The rate of accidents in CAT (8.5 accidents per million CAT departures) met the defined performance target for the reporting period and was below the 10-year average (11 accidents per million CAT departures). The number of accidents in commercial aviation (28) and non-commercial aviation (55) met the defined performance targets for the reporting period and were below the 10-year averages for commercial aviation (47.9) and non-commercial aviation (91.4).

The number of uncrewed accidents exceeded the 10-year trend. CASA attributes this to the increasing use of commercial RPAS over the past 10 years, and to changes made to the Australian Transport Safety Bureau mandatory reportable requirements for RPAS operations in 2023 becoming more understood and appropriately applied by industry participants.

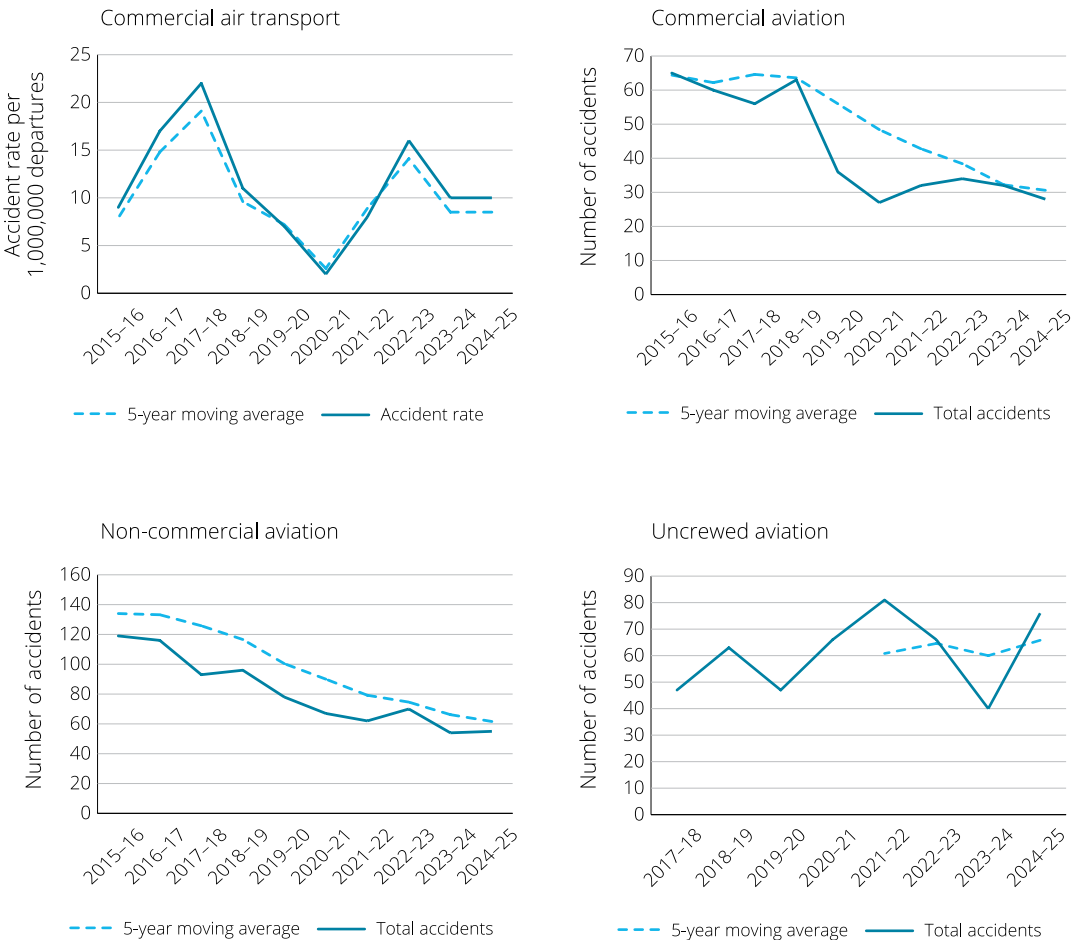
Overall, the total number of accidents across all sectors (168) was significantly below the 10-year average (198.1). Of the accidents in 2024–25:

- 10 occurred in CAT
- 28 occurred in commercial aviation
- 55 occurred in non-commercial aviation
- 76 occurred in uncrewed aviation.

One accident, which involved 2 aircraft from 2 separate sectors, is counted separately in each sector but counted only once in the total.

Figure 6 shows trends in accident rates by aviation industry sector.

Figure 6. Accidents, by industry sector, 2015–16 to 2024–25



Note: Commercial air transport includes scheduled air transport and non-scheduled air transport (e.g. air ambulance, freight and charter); commercial aviation includes flying training (commercial and non-commercial instructional flying) and aerial work including advertising, construction, agriculture, firefighting, surveying, photography, pipeline and powerline inspection, policing, and search and rescue; non-commercial aviation includes all other crewed flying, such as business flying, sport and recreation, community service flights, parachute dropping and personal transport; and uncrewed aviation includes all uncrewed (remotely piloted aircraft systems) activity.

Uncrewed accidents history is only shown from 2017–18 due to uncrewed accident reporting being inconsistent prior to that time.

Departures are based on Airservices Australia provided aircraft departure data, including an estimated portion for March to June 2025. This estimate is based on financial year to date departures and a growth estimate based on previous financial years.

Performance measure: Number of serious incidents

Targets	Results
Stable or reducing serious incident rate per million departures for commercial air transport (CAT) ^a .	✗ Not achieved
Stable or reducing number of serious incidents for: - commercial aviation crewed^b - non-commercial crewed^c - uncrewed^d.	✗ Not achieved

- a. Crewed aircraft conducting passenger, cargo or medical transport for hire or reward.
- b. Crewed aircraft conducting aerial work operations or instructional flying activity.
- c. Crewed aircraft activity other than commercial air transport or commercial aviation.
- d. Any uncrewed aircraft activity.

The rate of serious incidents in CAT (35.6 serious incidents per million CAT departures) was above the 10-year average (31.6 serious incidents per million CAT departures) and the number of serious incidents in commercial aviation (99) was above the 10-year average (71.9). The number of serious incidents for non-commercial aviation (74) was comparable to the 10-year average (71.3) while the number for uncrewed aviation (0) was below the 10-year average (0.8).

Most CAT serious incidents occurred during non-scheduled air transport. As a result of the flight operations regulations that came into effect in December 2021, CAT operators are in the process of implementing safety management systems which introduce safety reporting and safety culture elements to CAT organisations for the first time.

It should also be noted that the while there has been increase in CAT serious incidents there has been a reduction in the number of CAT accidents. The increasing number of serious incidents in conjunction with a decline in accidents may be indicative of an improving reporting culture across the non-scheduled air transport operators.

The leading types of commercial aviation serious incidents for aerial work were wire strikes during agricultural spreading/spraying activity and aircraft separation during instructional flying. In response:

- For aerial work and specifically agricultural aerial work, CASA engaged with the agriculture sector – including through Farmsafe and the state work health and safety agencies – and conducted an aerial agriculture sector safety risk profile (in November 2024).
- For instructional flying, CASA commenced a campaign surveillance event focused on flight training organisations and conducted a sector safety risk profile for instructional flying (in August 2024). In collaboration with the Aviation Safety Advisory Panel, CASA is undertaking further in-depth analysis to identify initiatives to reduce the risk.

Overall, the number of serious incidents for the reporting period (197) was above the 10-year average (178.1) due to the increases in serious incidents in CAT and commercial aviation. CASA will continue to monitor both sectors through the Aviation Safety Committee via the Aviation Safety Scorecard.

The performance for serious incidents in commercial aviation should be considered in the context of the overall safety performance, including numbers of fatal accidents and accidents. When considered together, the total for serious incidents and accidents during the reporting period (365) was lower than the 10-year average (384.2).

The total of 197 serious incidents in 2024–25 includes 10 occurrences of an activity type that could not be assigned to a specific sector, and some serious incidents that involved aircraft from 2 separate sectors, which are counted separately in each sector but counted only once in the total. Of the serious incidents in 2024–25:

- 42 occurred in CAT
- 99 occurred in commercial aviation
- 74 occurred in non-commercial aviation
- none occurred in uncrewed aviation.

Key activity: International compliance and engagement

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

Target	Result
CASA uses appropriate global resources and arrangements to support its audit 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 that CASA gains, including through confidence-building exercises with counterparts, informs CASA's approach to audit and certification. In 2024–25, CASA and the United Kingdom Civil Aviation Authority (UK CAA) signed a collaborative working arrangement to facilitate cooperation in areas of mutual interest. The working arrangement sets the framework under which annexes on aircraft design and production certification and aircraft maintenance can be produced. CASA has adopted United States of America Federal Aviation Administration (FAA) and European Union Aviation Safety Agency (EASA) aircraft certification standards and routinely relies on the associated advisory circulars when certifying Australian modifications (through supplemental type certificates). Under the auspices of the National Aviation Authorities Network, CASA played a key role in delivering the <i>Roadmap for Advanced Air Mobility Aircraft Type Certification</i>, which sees a commitment by Australia, Canada, New Zealand, the United Kingdom and the United States of America to certify advanced air mobility aircraft in a way that is unified, consistent, safe and efficient across international borders. CASA continued to meet its obligations set out in the CASA–EASA working arrangement by participating in the European Union Ramp Inspection Programme.	

Target	Result
CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices.	✓ Achieved

CASA continued to contribute to the development of ICAO standards and practices through engagement in numerous ICAO panels and working groups and actively participated in engagement in the Asia-Pacific region.

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 Airworthiness 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. CASA's expertise makes a significant technical and leadership contribution to ICAO.

During 2024–25:

- CASA worked closely with the Indonesian Directorate General of Civil Aviation on cooperation on foreign air transport operator entry control and oversight and delivered workshops on airport rescue and firefighting services, aerodrome incident response and management capabilities, 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 safety management systems, air transport operator surveillance and aviation medicine.
- CASA participated in Pacific Aviation Safety Office governance meetings.
- CASA participated in regional ICAO meetings, including the 59th Conference of Directors General of Civil Aviation Asia and Pacific Regions; the 14th meeting of the Regional Aviation Safety Group – Asia and Pacific Regions; and the 35th 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 remained a member of the Federal Aviation Administration – Asia-Pacific Executive Committee.
- Through a trilateral arrangement with Canada and New Zealand, CASA continued discussions that considered opportunities for collaboration, ICAO engagement, safety promotion, secondments, and emerging technology.

Target	Result
CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU).	✓ Achieved

Following the ICAO USOAP Focused Audit in September 2023, ICAO assessed Australia as having a mature aviation safety system that proactively identifies, manages and mitigates safety risks. As part of the audit ICAO identified some areas where Australia could more fully realise the benefits of closer alignment with ICAO's standards and practices.

Over the course of the reporting period CASA continued to progress implementing the corrective actions to address the areas identified by ICAO.

Australia will participate fully in the USOAP CMA by providing information related to the establishment and implementation of its safety oversight system through the USOAP CMA online framework that address the safety-related provisions in Annexes to the *Convention on International Civil Aviation* (Chicago Convention, 1944).

Information to be submitted and updated regularly through the USOAP CMA online framework provides responses to the:

- State Aviation Activity Questionnaire
- the status of the USOAP protocol questions
- Mandatory Information Requests
- information relating to Significant Safety Concerns
- updates to the State Corrective Action Plan (including information regarding implementation status)
- as far as practicable, any other relevant safety information as requested by ICAO.

Key activity: Safety standards and state safety program

Performance measure: Enforcement actions undertaken are fair, consistent, and transparent

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

In October 2024, the Administrative Review Tribunal (ART) was established, replacing the Administrative Appeals Tribunal.

Eighteen new applications for review of CASA decisions were made to the ART in 2024–25, and an additional 11 were carried over from 2023–24. CASA made one application to the Federal Court, which was later withdrawn. CASA made 2 applications to the Guidance and Appeals Panel of the ART, of which one was refused and one awaits an outcome.

Of the remaining 29 applications for review of decisions before the ART:

- 2 decisions were affirmed
- one matter was referred to CASA for reconsideration (CASA’s original decision was set aside)
- 2 matters were resolved at the ART in accordance with agreed terms of settlement (CASA’s original decision was varied)
- 8 matters were withdrawn by the applicant
- one matter was refused as the ART refused an extension of time for lodgement.

The reviews have not led to decisions being substantially varied.

Fifteen applications remained before the ART on 30 June 2025.

Target	Result
All briefs are accepted by the Commonwealth Director of Public Prosecutions.	✓ Achieved

CASA referred 8 briefs of evidence to the Commonwealth Director of Public Prosecutions in 2024–25. Six briefs were accepted for prosecution, and 2 briefs were under consideration at 30 June 2025.

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

Target	Result
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 their economic impact. CASA assessed the cost and economic impact of 71 legislative instruments in 2024–25.

CASA’s regulatory change manual outlines the requirements for the development of aviation regulations and legislation. These 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.

Target	Result
Regulatory implementation against the planned program is achieved.	✗ Not achieved

During 2024–25, CASA continued to make strong progress on the implementation of regulations as shown in Table 5, although it did not fully achieve the planned program as set out in the Forward Regulatory Program, due to some internal and external constraints. The full program is available on the CASA website at casa.gov.au/frp.

Table 5. Implementation of regulations, 2024–25

Initiative	Progress	Status
Airworthiness		
Continuing airworthiness for general aviation	The Civil Aviation Safety Regulations 1998 (CASR) Part 43 regulation pack and implementation products have been finalised and await regulation making. Transition activities will commence following regulation making.	Substantially complete
Air transport and continuing airworthiness	Drafting instructions have been prepared in readiness for regulation drafting to commence.	Partially complete
Enhanced maintenance licence pathways	New stand-down periods for licensed aircraft maintenance engineer (LAME) examinations came into effect on 10 February 2025.	Complete
	Framework development is underway for the recognition of maintenance licences from international authorities under CASR Part 66.	Commenced
Flight operations		
Business transport	Policy development and implementation scoping, including industry engagement, is underway.	Commenced
Flight operations implementation	Regulation drafting in conjunction with the Office of Parliamentary Counsel (OPC) is underway, to standardise terminology and repeal some longstanding legislative exemptions.	Commenced
Sport and recreation aviation		
Part 131 (Balloons and hot air airships)	Transition activity is nearing completion.	Substantially complete
Part 103 Manual of Standards (MOS) development	Engagement with industry on the proposed MOS is underway.	Commenced
Emerging technologies and related initiatives		
Remotely piloted aircraft systems standards	Regulation drafting is underway to improve clarity and include a head of power for the purpose of remote pilot licence aeronautical knowledge examinations.	Commenced
Flight crew licensing		
Part 61 improvements to the flight crew licensing scheme	Regulation drafting in conjunction with the OPC is underway, to standardise terminology and repeal some longstanding legislative exemptions.	Commenced

When the flight operations regulations commenced in December 2021, several enhanced aviation safety measures were subject to a rolling implementation program to assist operators in managing the change burden associated with the transition to the new regulations.

In 2024–25, CASA worked with industry as they implemented training and checking systems for Civil Aviation Safety Regulations 1998 (CASR) Part 133 (Australian air transport operations – rotorcraft), Part 135 (Australian air transport operations – smaller aeroplanes) and Part 138 (Aerial work operations) operators, as well as rotorcraft performance requirements for Part 133 (training and checking).

CASA continues to work with industry to progressively implement the remaining deferred measures in a way that is manageable for both industry and CASA.

In 2024–25, CASA undertook industry testing for the proposed CASR Part 43 (Maintenance of aircraft in private and aerial work operations) to inform and finalise implementation products ahead of regulation making.

The CASR Part 131 (Balloons and hot air airships) Manual of Standards (MOS) commenced on 12 November 2024, with balloon air operator certificate holders required to submit a compliance exposition or operations manual as part of their certificate renewal. At 30 June 2025, 21 of the 23 operators had submitted the required documentation.

Under CASR Part 66 (Continuing airworthiness – aircraft engineering licences and ratings), CASA introduced new stand-down periods for licenced aircraft maintenance engineer exams to reduce wait times for applicants to re-sit exams, which came into effect in February 2025.

Changes to the CASR Part 91 (General operating and flight rules) MOS came into effect on 1 March 2025, including corrections to visibility requirements for landing minima and the introduction of military operating areas.



Image: Adobe Stock | Katarix

Objective 2. Collaborative engagement with the aviation industry and wider community to promote and support aviation safety

Key activity: Stakeholder engagement and service delivery

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

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

All significant regulatory change proposals were subject to public consultation prior to being submitted to the Minister for Infrastructure, Transport, Regional Development and Local Government for consideration. CASA engaged with industry through public consultations and feedback surveys on 34 regulatory changes during 2024–25, and received a total of 4,107 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 open to all stakeholders. CASA published responses in the consultation hub, where appropriate and with consent, along with results and information on next steps.

CASA continues to use the Aviation Safety Advisory Panel as its primary mechanism for industry input on regulatory change. The panel met 4 times during the year, and 17 technical working group meetings were conducted. More than 70 industry members were represented across the technical working groups.

Target	Result
CASA's stakeholder satisfaction and client sentiment shows a stable or increasing trend.	✓ Achieved

During 2024–25, CASA achieved an improved trend overall in surveys conducted on the aviation sector. Many of the measures showed an improving trend for 2024–25 while some remained flat or declined slightly.

CASA measures stakeholder satisfaction 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.

CASA conducted its biennial stakeholder engagement survey from April to June 2025 and invited a random sample of 6,600 stakeholders across all major client stakeholder groups to participate. While the average satisfaction rating was on par with the 2023 survey (6.1 out of 10), the proportion of stakeholders who were 'very satisfied' has increased significantly since 2023 (to 24%, up from 16%). Consistent with the 2023 survey, dissatisfaction continued to be driven by slow service delivery.

During 2024–25, CASA's Client Services Centre received over 64,000 telephone calls. CASA conducted real-time analysis on approximately 32,000 of the calls, captured from 14 monitored lines, to measure client sentiment and satisfaction. Overall client satisfaction averaged 91% for the year, up from 81% in 2023–24.

Issue resolution averaged just over 62% which, while lower than the 82% in 2023–24, exceeded the revised performance target introduced last financial year. This reflects a more deliberate and consistent approach to determining what constitutes a resolved call. The uplift in client satisfaction scores highlights the fact that clients are receiving more meaningful and effective support and guidance, even where immediate resolution is not achieved.

Target	Result
CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend.	✔ Achieved

During 2024–25, CASA measured and evaluated its education and safety promotion campaigns through a range of feedback mechanisms. Some involved independent tracking and evaluation surveys, while others used internal measuring tools. In all cases, major campaigns were seen to achieve significant reach and high levels of awareness, which have all helped to shift behaviours and enhance safety.

Some examples of activities measured and evaluated include the:

- *Your safety is in your hands* pilot safety campaign – The campaign is delivering record levels of awareness, growing engagement and evidence of behaviour change among pilots. Campaign recognition reached an all-time high in 2024–25, with 89% of pilots reporting that they had seen or heard of the campaign. Pilots' attitudes and perceptions about safety practices also show positive trends.
- *Know Your Drone* safety campaign – Campaign awareness peaked at 52% among drone owners in February 2025. Awareness of the drone rules among owners increased significantly, averaging 70% during the campaign. Behaviour is also shifting, with 32% of drone owners reporting that they adopted safer flying practices after seeing the campaign, up from 24%.
- *Flight Safety Australia* magazine – A reader feedback survey closed in July 2024 with 579 responses. Of the respondents, 96% agreed they had learned useful information on aviation safety from reading *Flight Safety Australia*, 87% said it had influenced them to become safer in their aviation role, and 96% said they would recommend it to other people in the aviation industry.

- carbon monoxide safety campaign – CASA conducted a survey in March 2025 to gather feedback on its carbon monoxide campaign. The survey showed an increase in detector use. Of the pilots who responded, 85% said they use an active carbon monoxide detector every time they fly (4% increase from previous survey) and 83% reported that their understanding of carbon monoxide risk had increased after they viewed campaign materials.
- ADS-B safety benefits campaign – Using a range of channels, CASA communicated the safety benefits of Automatic Dependent Surveillance-Broadcast (ADS-B) and the availability of the Australian Government's ADS-B rebate program. This campaign achieved a click-through rate of 5.9% in 2024–25, compared to an average 6.5% click-through rate for 2023–24. The most popular ADS-B information on the CASA website continued to be information about the government rebate program, which received 3,440 views (compared to 3,401 views in 2023–24). CASA also developed *Can you be seen?*, a guide to support general aviation pilots in choosing the best ADS-B technology.

Performance measure: All regulatory services we deliver have defined timeframes that are followed

Target	Result
CASA establishes and publishes regulatory service delivery timeframes for all regulatory services.	✓ Achieved

During 2024–25, CASA made significant progress towards achieving this target, publishing an additional 212 organisational regulatory service delivery timeframes on the CASA website. CASA will continue to review the timeframes and update them as required.

All regulatory service activities that relate to individual approvals have published service delivery targets. CASA's current service delivery performance information can be found on an updated dashboard, which introduces greater transparency and the ability to report on trends and specific service lines, at 'Service delivery statistics' on the CASA website casa.gov.au/sds.

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

CASA's goal for all regulatory service decisions, covering both digital and manual services, is to achieve combined service delivery of 80% or higher against published targets.

In 2024–25, CASA achieved an overall service delivery performance of 93.8% for applications associated with individuals, building on the strong result of 92% in 2023–24. CASA is now also publishing service delivery timeframes for organisational approvals and will report on full-year results at the conclusion of 2025–26.

This year also saw a noticeable improvement in the consistency of decision-making timeframes for all service delivery, with reduced performance variation across reporting periods, resulting in a sustained and more stable, efficient level of service delivery throughout the year.

Performance measure: Increased uptake of services delivered digitally

Target	Result
Digital submission volumes through the use of self-service channels: ≥ 82%.	✓ Achieved

The myCASA portal continued to be a robust and stable engagement channel for CASA's external clients and achieved the 2024–25 performance target. The myCASA portal provides 24/7 access to services for individuals and organisations. In 2024–25, 85% of submissions were received through digital self-service channels.

During 2024–25:

- the number of digital services available in myCASA was 78, an increase of 16% from 2023–24
- over 410,000 online transactions were processed in myCASA, an increase of 3%
- over 97% of transactions were immediately finalised, an increase of 11%
- 43.8% of users processed multiple transactions in a single visit, an increase of 7%.

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

- online applications for CASR Part 91 air displays, fireworks displays and remotely piloted aircraft operator certificates
- a request for further information service that allows a regulatory services officer or inspector to obtain further information for an application from an operator without the need to use email correspondence.

In addition, CASA released various enhancements to the medical records system to improve the rate of auto-issuance of medical certificates for Class 1, Class 2 and Class 3 medical applications, streamlining the certification process and reducing manual workload. The system immediately issues a certificate where no complex or safety-relevant medical issues are present. Where there is more complexity or a safety-relevant medical issue, the matter is handled by the Aviation Medicine Team. There are also spot checks on automated approvals to maintain integrity.



Objective 3. Continuous improvement of organisational performance

Key activity: Workforce, information and risk management

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

Target	Result
CASA ensures its workforce is managed in accordance with workforce priorities.	✓ Achieved
CASA's enterprise agreement came into effect on 11 March 2024. 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 <i>Strategic Workforce Plan 2024–2027</i> in April 2024, and the Executive Committee identified key priorities to ensure that CASA's staff are focused on activities that support the key priorities going forward. CASA ensures that staff are appropriately trained and qualified to undertake regulatory services and surveillance functions on the aviation sector they oversee. 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. On 30 June 2025, 99% of regulatory staff had completed CASA's foundation training program, an increase from 94% at the start of the reporting period. Advanced training, comprising surveillance/auditing, regulatory assessment, and guidance, was delivered to 65 staff, with the completion rate increasing from 92% in 2023–24 to 96% in 2024–25. A total of 331 staff attended specialist training courses during the year.	

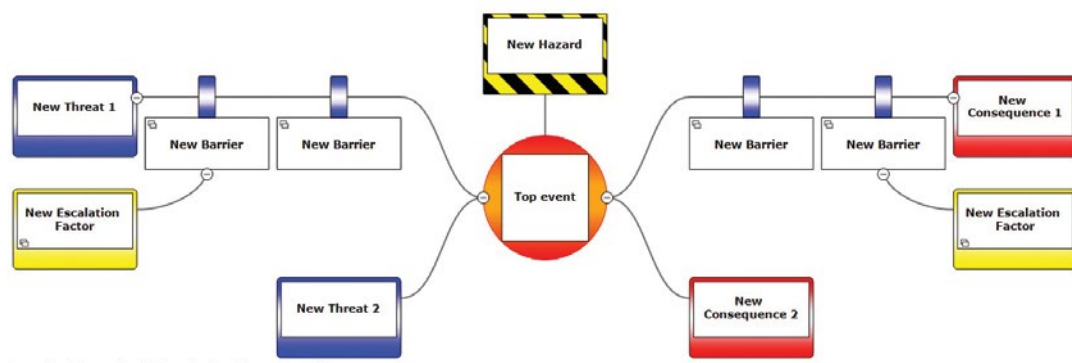


Image: Example of bowtie risk analysis diagram and layout

Understanding and managing aviation sector safety risks

CASA held 6 sector safety risk profile workshops with industry participants in 2024–25, to identify current and emerging risks across a range of sectors. The sectors included aerial firefighting, agricultural flying, business aviation, controlled aerodromes, instructional flying, non-controlled aerodromes, parachuting, and remotely piloted aircraft systems.

A sector safety risk profile identifies potential risks to aircraft safety within a group of operators that share similar activities, organisational structures, environmental challenges, and aircraft types. It considers the sector's operating environment, infrastructure, services, and changes resulting from growth.

To develop a safety risk profile, CASA consults operators about the issues, hazards and risks in their sector, and outlines actions that they can take to help maintain safe operations.

Each workshop provides qualitative data which CASA uses to create materials that highlight sector risks and practical controls to help industry participants better understand and manage those risks.

The CASA website provides several resources to support industry participants in determining the hazards and risks within their sectors. They include a set of operationally aligned bowtie risk analyses that show how threats and hazards can lead to consequences, and how barriers and controls, once introduced, can help reduce risks.

More information can be found on the CASA website casa.gov.au/operations-safety-and-travel/safety-management-systems/sector-safety-risk-profiles.



Part 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 46
- External engagement 73

Corporate governance

CASA's corporate governance provides the framework within which we operate to achieve our objectives, ensuring transparent, ethical and accountable evidence-based decision-making, and effective management of 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* (CAA) accordingly. Under section 9 of the CAA, CASA's primary function is to regulate the safety of civil air operations in Australia and the operation of Australian aircraft overseas.

CASA also has responsibility for regulating Australian-administered airspace under Part 3 of the *Airspace Act 2007* (Airspace Act).

As a corporate Commonwealth entity, CASA operates under the governance framework of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Regulatory framework

The legislative framework regulating aviation safety in Australia consists of the laws that govern CASA, the various civil aviation safety legislation, and advisory documents.

There are 2 types of laws that govern CASA – primary legislation and delegated legislation. Primary legislation refers to laws passed by Parliament and includes the CAA and the Airspace Act.

The Minister for Infrastructure, Transport, Regional Development and Local Government is responsible for the CAA and the Airspace Act.

'Delegated legislation' is a generic name for regulations and legislative instruments issued under the CAA, the Airspace Act, or other delegated legislation.

Additionally, CASA publishes guidance material that is advisory rather than legislative in effect. These publications explain the intent and purpose of the legislation. They also explain how to comply with it.

More information on the regulatory framework, including the primary and delegated legislation, can be found on the CASA website casa.gov.au/regulatory-framework.

Civil aviation

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

CASA's safety-related functions include encouraging a greater acceptance by the aviation industry and wider community of the obligation to maintain high standards of aviation safety. We achieve that by providing comprehensive safety education and training, giving accurate and timely advice, and 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) in relation to accident investigations, implementing aspects of the Australia–New Zealand mutual recognition agreements and performing functions conferred on CASA under the *Transport Safety Investigation Act 2003*, the *Aviation Transport Security Act 2004*, the *Civil Aviation (Carriers' Liability) Act 1959* and the *International Interests in Mobile Equipment (Cape Town Convention) Act 2013*.

Delegated legislation

CASA is responsible for developing, administering and complying with a range of delegated legislative instruments, including:

- the Civil Aviation Regulations 1988 and the Civil Aviation Safety Regulations 1998 (CASR)
- Civil Aviation Orders
- Airspace Regulations
- Manuals of Standards
- Airworthiness Directives
- other instruments, such as approvals and authorisations.

CASA also publishes guidance and advisory materials to explain the purpose and intent of legislative instruments, and how to comply with them.

Governance and accountability

CASA's governance system is aligned with the PGPA Act and the CAA 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 CAA. 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 2024–25.

CASA performs and reports on its role as a regulator in line with the principles of the Australian Government's *Regulatory Policy, Practice and Performance Framework* and Resource Management Guide 128 – *Regulator Performance*.

Portfolio structure and responsible minister

CASA is a statutory authority within the Infrastructure, Transport, Regional Development, Communications, Sport 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 2024–25.

The Minister for Infrastructure, Transport, Regional Development and Local Government is responsible for administering the CAA and the Airspace Act.

Ministerial directions

Section 12A of the CAA provides that the minister may notify the Board of CASA in writing of the Australian Government's expectations on the appropriate strategic direction for CASA and the way CASA should perform its functions.

On 13 June 2023, the Minister for Infrastructure, Transport, Regional Development and Local Government issued a notice of strategic direction in the form of a Statement of Expectations for the Board for the period from 1 July 2023 to 30 June 2025.

CASA responded to the minister's statement with a Statement of Intent that sets out how CASA will deliver on the Australian Government's expectations. Both statements are available on the CASA website at casa.gov.au/statement-of-intent.

The initiatives and approaches set out in the Statement of Expectations are also reflected in the strategic direction, key activities and performance measures in our corporate plan. The annual performance statements in Part 2 of the report describe our performance against the corporate plan performance measures.

CASA Board

The CASA Board is established under Part VII of the CAA. The functions of the Board are to:

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

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

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

More information about the Board, including the CASA Board Governance Arrangements, is available on the CASA website at casa.gov.au/board-governance.

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.

In accordance with the Statement of Expectations, the minister is kept informed on forthcoming Board vacancies.

The Director of Aviation Safety is appointed under Part VIIA of the CAA, 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.

While Board appointments are made by the minister, the Chair may recommend candidates with industry experience or a specialised skillset to complement the Board's existing capability. The Board self-assesses its capability through a skills matrix, as required by the minister's Statement of Expectations.

Board membership

At 30 June 2025, the Board comprised Air Chief Marshal (Ret'd) Mark Binskin AC (Chair), Elizabeth Hallett (Deputy Chair), Professor Felipe Gonzalez, Dr Tarryn Kille, Jacqueline Korhonen, Adrian Verkerk and Pip Spence PSM.

During 2024–25, Professor Felipe Gonzalez was reappointed for a further 3 years, to 22 March 2028.

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

Figure 7. CASA Board members, 2024–25

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 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 has been 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 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 was previously a non-executive director of Australian Retirement Trust, one of Australia's largest superannuation funds, and a member of the Australian Government Takeovers Panel.

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

Re-appointed: 3 March 2025

End of term: 22 March 2028



Professor Felipe Gonzalez holds a position at Queensland University of Technology. He is a Fellow of the Royal Aeronautical Society and a Chartered Professional Engineer.

He brings to the Board 25 years of skills, experience and strategic and risk oversight on remotely piloted aircraft systems, emerging aviation technologies, artificial intelligence and automation.

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 vehicles (UAVs) and has published many papers and industry and government reports on UAV autonomy and UAV-based remote sensing.

Felipe is 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.

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 serves as Associate Professor (Aviation and Logistics) and Program Director Aviation at the University of Southern Queensland. She lectures in aviation leadership, management and safety, drawing on 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 a Graduate of the Australian Institute of Company Directors and a member of the Royal Aeronautical Society and Women in Aviation International.

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, Nuix and Bapcor.

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.

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.

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 21.J 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 has a Bachelor of Aeronautical Engineering from the University of Sydney. He is a Fellow of the Royal Aeronautical Society and a Graduate of the Australian Institute of Company Directors.



Pip Spence PSM Executive member
First appointed: 17 May 2021

Pip Spence was appointed as CASA's Chief Executive Officer and Director of Aviation Safety in May 2021.

Pip's extensive career in the public service includes complex program delivery, policy development, legislative reform and regulatory oversight. Before joining CASA, she was a deputy secretary at the then Department of Infrastructure, Transport, Regional Development and Communications.

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.

Board meetings

Six scheduled Board meetings were held during 2024–25. Table 6 shows each Board member’s attendance. All Board meetings were fully attended.

Table 6. Board meeting attendance, 2024–25

Member	Meetings attended					
	21 August 2024	17 October 2024	12 December 2024	27 February 2025	16 April 2025	26 June 2025
M Binskin	Y	Y	Y	Y	Y	Y
E Hallett	Y	Y	Y	Y	Y	Y
F Gonzalez	Y	Y	Y	Y	Y	Y
T Kille	Y	Y	Y	Y	Y	Y
J Korhonen	Y	Y	Y	Y	Y	Y
A Verkerk	Y	Y	Y	Y	Y	Y
P Spence	Y	Y	Y	Y	Y	Y

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 CAA 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 on the CASA website at casa.gov.au/about-our-board.

Members

The BARC has 4 members: 2 Board members and 2 independent members who are external to CASA. Figure 8 provides details of BARC members in 2024–25.

Figure 8. Board Audit and Risk Committee members, 2024–25

Lembit Suur Independent member

Chair

First appointed: 1 January 2021

Reappointed: 21 August 2024

End of term: 31 December 2028

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 and served on audit and risk committees.

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

Reappointed: 3 March 2025

End of term: 22 March 2028

See Felipe's biography on page 50.

Elizabeth Hallett Board member

First appointed: 9 July 2020

Reappointed: 16 May 2024

End of term: 15 May 2027

See Elizabeth's biography on page 50.

Amanda Phillips Independent member
First appointed: 25 March 2020
Reappointed: 21 August 2024
End of term: 31 December 2026

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 to her role 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, Mildura Health Foundation and Riverbend Sanctuary Limited. She is an active member of risk committees and is 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 2024–25. Table 7 shows each committee member’s attendance and associated remuneration. All meetings were fully attended.

Table 7. Board Audit and Risk Committee attendance and remuneration, 2024–25

Member	Meetings attended					Remuneration (\$) ^a
	14 August 2024	13 November 2024	11 February 2025	2 April 2025	4 June 2025	
L Suur	Y	Y	Y	Y	Y	\$28,222
F Gonzalez	Y	Y	Y	Y	Y	\$9,003
E Hallett	Y	Y	Y	Y	Y	n.a. ^b
A Phillips	Y	Y	Y	Y	Y	\$14,111

a. Total remuneration is as defined by section 4 of the Public Governance, Performance and Accountability Rule 2014. The amounts shown are GST exclusive and reflect remuneration paid for Board Audit and Risk Committee duties only.

b. E Hallett has been appointed Deputy Chair of the CASA Board and is no longer eligible for payments for BARC membership under the relevant Remuneration Tribunal Determination.

People and Culture Sub-Committee

The People and Culture Sub-Committee was established in April 2022 to provide independent advice and assurance on all people and culture matters, to assist the Board to discharge its relevant responsibilities under the CAA and other legislation.

Its focus includes monitoring:

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

Members

The People and Culture Sub-Committee has 5 members. Anthony Wallace joined the committee in September 2024. Figure 9 provides details of People and Culture Sub-Committee members in 2024–25.

Figure 9. People and Culture Sub-Committee members, 2024–25

Jacqueline Korhonen

Chair

First appointed: 5 October 2023

End of term: 6 February 2026



See Jacqueline's biography on page 51.

Gerard Fogarty AO

First appointed: 19 June 2023

End of term: 30 June 2026



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

Gerard was 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

First appointed: 9 February 2024^a

End of term: 8 October 2026



See Tarryn's biography on page 51.

Anthony Wallace
First appointed: 13 September 2024
End of term: 12 September 2025

Anthony Wallace is a strategic workforce planning specialist with over 20 years of experience. Through his work in professional services firms such as Deloitte and EY, he has advised Australian Government clients including the Department of Defence, the Department of the Environment and Energy, the Department of Foreign Affairs and Trade, and the Fair Work Ombudsman.

A distinguished graduate of the United States Navy Postgraduate School, with a Master of Science in Management, Anthony was awarded the Conspicuous Service Cross in 2009 for improving retention and recruitment outcomes in the Australian Defence Force.

Pip Spence PSM
Chief Executive Officer and Director of Aviation Safety
First appointed: 27 April 2022

See Pip's biography on page 52.

a. The 2023–24 annual report incorrectly showed Tarryn's first appointed date as 9 February 2023.

Meetings

The People and Culture Sub-Committee held 4 meetings in 2024–25. Table 8 shows each committee member's attendance. All meetings were fully attended.

Table 8. People and Culture Sub-Committee attendance, 2024–25

Member	Meetings attended			
	30 July 2024	28 October 2024	17 February 2025	6 June 2025
J Korhonen	Y	Y	Y	Y
T Kille	Y	Y	Y	Y
G Fogarty	Y	Y	Y	Y
A Wallace ^a	n.a.	Y	Y	Y
P Spence	Y	Y	Y	Y

a. Term commenced 13 September 2024.

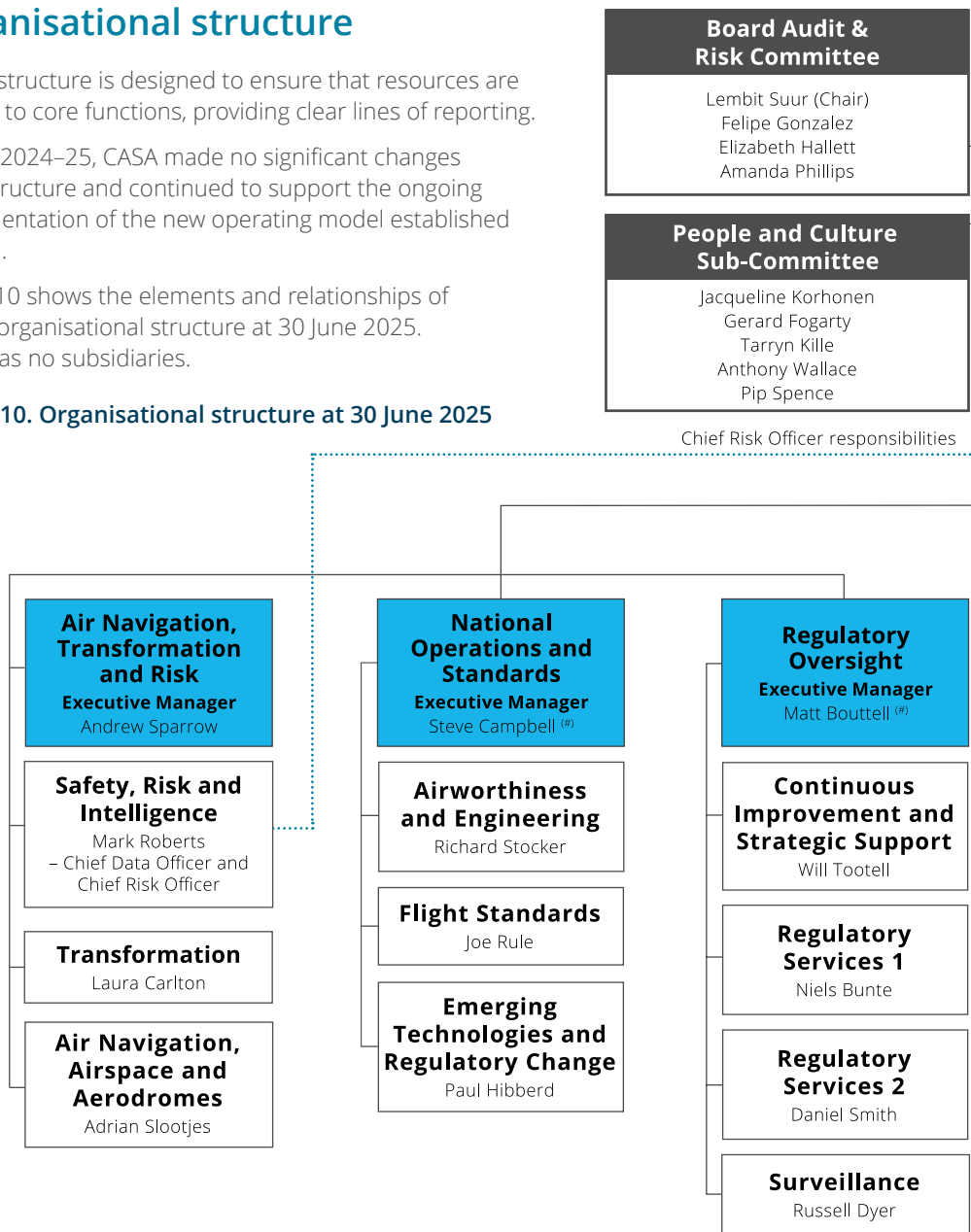
Organisational structure

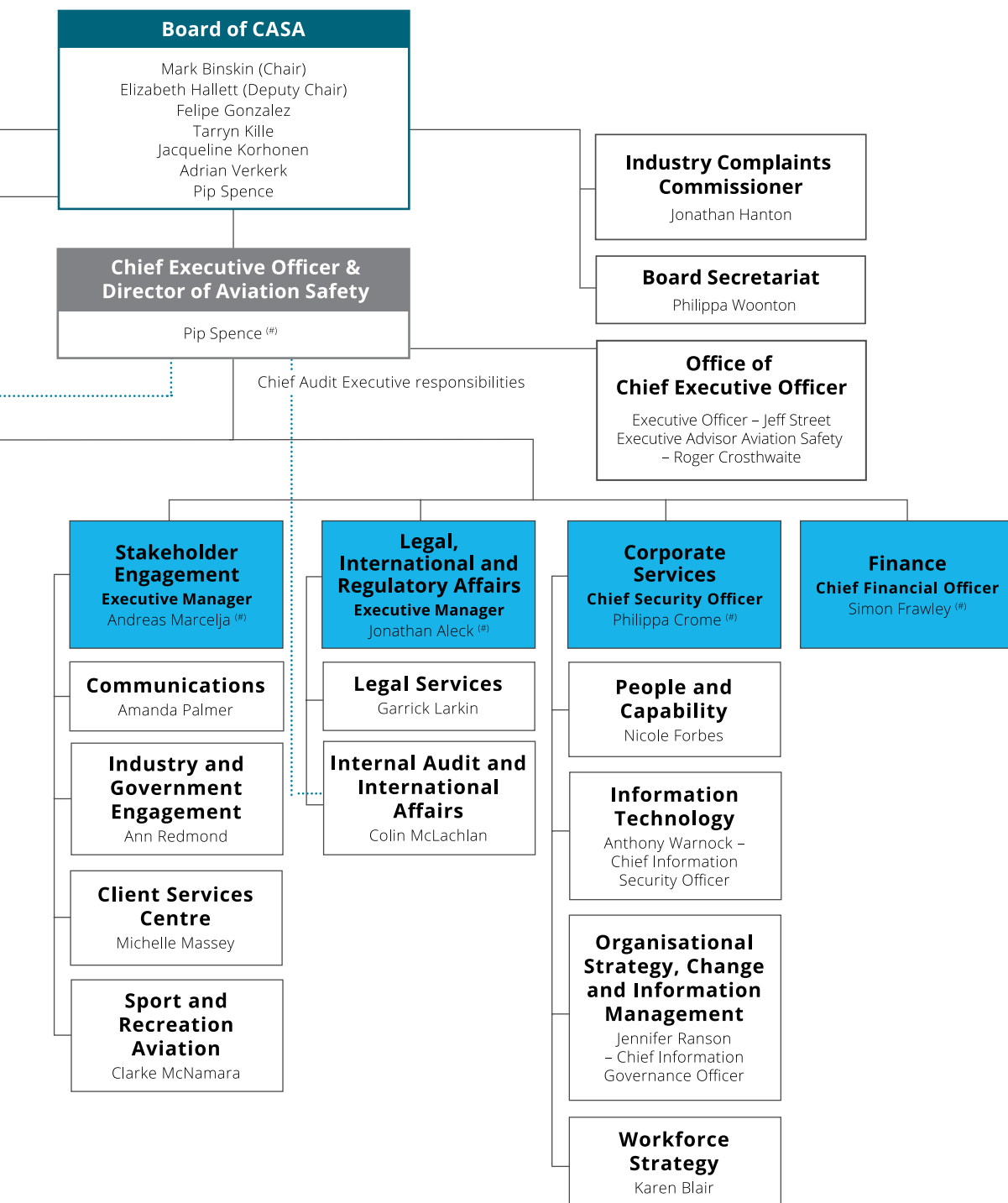
CASA's structure is designed to ensure that resources are aligned to core functions, providing clear lines of reporting.

During 2024–25, CASA made no significant changes to its structure and continued to support the ongoing implementation of the new operating model established in 2021.

Figure 10 shows the elements and relationships of CASA's organisational structure at 30 June 2025. CASA has no subsidiaries.

Figure 10. Organisational structure at 30 June 2025





(#) Executive Committee members

Senior management changes

During 2024–25:

- Niels Bunte was appointed as National Manager Regulatory Services 1
- Daniel Smith was appointed as National Manager Regulatory Services 2
- Mark Roberts was appointed as National Manager Safety, Risk and Intelligence
- Earl Brown departed as National Manager Safety, Risk and Intelligence
- Will Tootell transferred to National Manager Continuous Improvement and Strategic Support
- Garrick Larkin was appointed as National Manager Legal Services
- Colin McLachlan was appointed as National Manager Internal Audit and International Affairs.

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.



Image: Adobe Stock | Mathias

Figure 11. Division roles and executives at 30 June 2025

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 represents 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 regulation of aircraft certification and production, and surveillance of airworthiness design and manufacturing organisations.

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 into policy development at the highest levels of government.

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



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.

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.



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 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 recreation 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.



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 in Australia, international benchmarking, and industry engagement.

The division supports the development of systems to support and enhance regulatory services (such as surveillance of operators and certificate holders). This includes oversight and project management of the Enterprise Aviation Processing project, which aims to enhance our current work processes and deliver operational improvements to support regulatory services and oversight of the new quality framework which outlines the governance arrangements and sets the direction to drive consistent quality standards across all areas within CASA.

The division includes the Air Navigation, Airspace and Aerodromes Branch, which has responsibility for oversight of air navigation service providers and aviation rescue and firefighting services. The branch has responsibility for the administration of all Australian airspace and ensures that the airspace is safe for all users and fit for purpose. This role includes developing the Australian future airspace framework to support all future airspace users and services. The branch also conducts assessments of wind farms and any proposed buildings or structures in the vicinity of an aerodrome, and reviews new instrument flight procedures.

Executive Manager

Andrew Sparrow has a 45-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. The approach is guided by the CASA Board's identification of strategic risks and risk appetite.

Strategic risks

In June 2025, the Board agreed on the following 7 strategic risks, which are aligned to CASA's strategic direction, purposes and key activities:

- 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 appropriately
- CASA is unable to protect against and respond to a cybersecurity event
- CASA fails to meet work health and safety obligations
- CASA fails to maintain positive financial stability
- CASA fails to comply with legislative requirements.

Risk appetite

The Board's risk appetite statement supports effective risk management and decision-making through clear articulation of the level of risk that we are willing to accept in pursuit of our strategic objectives.

The Board defines risk appetite for each of the strategic risks. Each operational risk is related to one or more strategic risks and is considered in the context of the related strategic risk appetite.

The Board recognises that risks associated with transformation and innovation objectives may require the Board to accept higher risks at an activity level than may be acceptable at an enterprise level.

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.



Image: Adobe Stock | Jackson Photography

Internal audit arrangements

CASA's strategic internal audit program sets the direction for its annual audit activities, ensuring that key strategic risks are effectively managed and that internal controls are operating efficiently. The rolling program spans 3 years and is updated annually, providing regular, systematic coverage of CASA's major functions, systems and organisational areas.

Designed to align closely with CASA's corporate plan, operating model, and strategic objectives and risk profile, the internal audit program plays a critical role in supporting the integrity and performance of the organisation. Internal audit engagements encompass a broad review of both financial and non-financial policies and operations, with a strong emphasis on the Board's key strategic risks, core control systems, compliance with corporate and regulatory obligations, and emerging areas of risk exposure.

All internal audits are conducted in accordance with applicable professional standards, including:

- the PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), and guidance issued by the Minister for Finance
- standards on assurance engagements issued by the Auditing and Assurance Standards Board
- the International Professional Practices Framework, including the Global Internal Audit Standards, developed by The Institute of Internal Auditors
- relevant standards from CPA Australia and Chartered Accountants Australia and New Zealand.

As part of the 2024–25 internal audit program, 5 performance audits were completed. These focused on critical areas including:

- client privacy
- business continuity management
- work health and safety for staff working airside
- implementation of recommendations from the Australian National Audit Office's 2022 performance audit on CASA's surveillance activities
- approved self-administering aviation organisations under CASR Part 149.

These audits provided CASA with evidence-based insights into the effectiveness of its internal control environment, the efficiency of resource use, and the extent to which the organisation is achieving its operational and strategic objectives.

Governance committees

CASA has 3 internal governance committees: the Executive Committee, the Aviation Safety Committee, and the 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 if 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 8 and 10 times a year.

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 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 independent members from other Commonwealth entities. The board meets quarterly, or more often if required.

Management forums

In addition to the 3 internal governance committees, CASA has 3 management forums: the Data Council, the Security Council, and the National Health and Safety Committee.

Data Council

The Data Council was established 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 other staff with key roles related to data. The council meets 4 times a year or more often if required.

Security Council

The Security Council supports the Chief Security Officer in the management of security risk, the maintenance of security management capability, and the 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.

National Health and Safety Committee

The National Health and Safety Committee was established in accordance with Division 4 of the *Work Health and Safety Act 2011* (WHS Act). It is the primary mechanism for communication, consultation and cooperation between management and workers (as defined by the WHS Act) for wellbeing and work health and safety matters at a national level across CASA.

The National Manager People and Capability Branch chairs the National Health and Safety Committee. Its membership includes the Chief Risk Officer, up to 2 senior management representatives, worker representatives, subject matter experts, and additional participants such as union representatives and expert advisors as required. The committee meets 4 times a year or more often if required.

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.

On 12 February 2025, an interactive training session for CASA executives and senior managers who may be delegates for

Code of Conduct processes was delivered by the law firm Ashurst. The training was well received and aims to assist in the timely undertaking of Code of Conduct processes.

During 2024–25, 2 allegations were referred for investigation. Four matters were finalised, with all 4 resulting in breaches of the Code of Conduct.

Table 9 provides details of investigations in the past 3 financial years.

Table 9. Code of Conduct matters, 2022–23 to 2024–25

Detail	2022–23	2023–24	2024–25
Investigations commenced	4	8	2
Investigations finalised	3	5	4
Investigations ongoing at 30 June	1	3	0
Employees who breached the Code of Conduct	1	3	4
Non-financial sanctions	0	2	3
Terminations	0	0	0
Financial sanctions	0	1	1

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.

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

Board members must declare actual or perceived conflicts of interest and specific conflicts of interest at the commencement of each Board meeting. Disclosures must be made 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 BARC and the People and Culture Sub-Committee to manage and report conflicts of interest in the same way.

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 declarations and management plans for conflicts of interest are reviewed by the Legal Services Branch to ensure that proposed strategies adequately address the risks and CASA maintains a consistent approach.

Fraud control

CASA is committed to providing up-to-date awareness training on fraud, corruption and integrity to all CASA officials: Board members, employees and contractors. 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 November 2024.

Also in November 2024, CASA took part in Fraud Awareness Week, an international campaign which encourages entities to minimise the impact of fraud by promoting fraud awareness and education. Relevant news articles were published in the internal publication *CASAflyer* and on CASA's intranet.

CASA's Fraud Control and Integrity Plan 2024–2026 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.

Some minor irregularities, primarily involving the inadvertent misuse of CASA corporate credit cards, were identified and reviewed in 2024–25, and employees were reminded of their obligations in relation to the use of the cards they hold.

CASA's Legal, International and Regulatory Affairs Division conducted a series of integrity spot checks, 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 checks.

Where fraud or corruption is suspected, the matter is referred internally in accordance with the fraud control and integrity plan to determine whether it requires further investigation or should be dealt with as a CASA Code of Conduct matter. In 2024–25, 2 fraud-related allegations involving staff members' entitlements were reported through internal mechanisms. Following internal review one matter was referred to an external provider to undergo a Code of Conduct investigation. Both matters resulted in findings of breaches of the Code of Conduct.

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 our corporate goals and CASA's functions under the CAA.

Stakeholder satisfaction

CASA measures stakeholder satisfaction through several surveys and feedback mechanisms, including a biennial stakeholder satisfaction survey and real-time analysis of client phone calls.

The latest stakeholder satisfaction survey was undertaken from April to June 2025. The survey was sent to 6,600 stakeholders with 436 responses received.

The survey results and phone call analysis both showed improvements in satisfaction in 2024–25, as discussed in the annual performance statements in Part 2.

Community engagement

CASA promotes ‘full and effective consultation and communication with all interested parties on aviation safety issues’, as required by the CAA. We provide information across a range of platforms and participate in a range of forums and day-to-day interactions in the wider aviation community, including formal meetings, working groups and consultation committees.

The Board regularly meets with industry and fosters communication and engagement through hosting ‘meet the Board’ events in different locations around Australia, inviting industry representatives to engage directly with Board members and CASA staff about current and emerging issues.

Social media

CASA engages online through Facebook, LinkedIn, YouTube and Instagram. In 2024–25, we ceased posting or actively engaging on X (formerly known as Twitter).

CASA’s total audience, across all channels, reached 149,645 followers in 2024–25. All established CASA social media channels continued to experience steady growth in numbers of followers, impressions, engagements and post link clicks.

CASA’s LinkedIn channel experienced the highest rate of growth, with the number of followers increasing by 2,760 to reach 52,676 followers.

Our top Facebook post for 2024–25 (organic content which was non-paid) related to a rocket launch by Gilmour Space Technologies. The post was seen 127,554 times with more than 494 interactions (likes, shares or comments).

The top LinkedIn post acknowledged Virgin’s 24 years in Australian skies and was seen by 60,683 people.

CASA Consultation Hub

The CASA Consultation Hub supported 34 public consultations and feedback surveys during 2024–25, with a total of 4,107 responses, as shown in Table 10. The site had 37,104 users, and 127,077 page views.

We supported significant consultations related to recognition of foreign aircraft maintenance engineer licences from recognised International Civil Aviation Organization (ICAO) Member States; feedback on the Class 5 medical self-declaration scheme; carriage of personnel involved in firefighting activities; and amendments to flight operations regulations.

We also sought feedback on various airspace topics, including the preferred design for Ballina controlled airspace; the proposed Bankstown Airport southeast visual flight rules corridor; a proposal to allow access to controlled airspace and aerodromes for sport and recreation pilots; and feedback on the instrument procedures regulations.

Table 10. CASA Consultation Hub activity, 2022–23 to 2024–25

Period	2022–23	2023–24	2024–25
Public consultations and feedback surveys supported	38	31	34
Responses received	1,968	2,874	4,107

Magazine

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

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 348,348 active visitors during 2024–25, an overall decrease of 1% from 2023–24. The 2024 feedback survey received 579 responses. Overall, feedback from readers was positive, with 96% saying they have learned useful information about safety, and 87% saying it has influenced them to become safer in their aviation role.

The 64-page print edition is circulated to almost 3,000 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 number of subscribers has decreased due to expired payment details and cancellations, and CASA has implemented a campaign to encourage former customers to resubscribe.

E-newsletter and emails

In 2024–25, CASA published 9 e-newsletters:

- *Know Your Drone*, a monthly newsletter with information for recreational users of drones and model aircraft, which is sent to more than 53,000 subscribers per month
- *Maintenance Matters*, a monthly newsletter distributed to aircraft maintenance engineers and maintenance organisations to update them on changes to the rules and safety topics for their sector
- *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
- *RPAS News*, a new monthly newsletter with commercial drone information, sent to approximately 34,700 remote pilot licence holders and remotely piloted aircraft operator certificate holders
- *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
- *Your safety is in your hands*, a monthly newsletter for fixed-wing pilots and rotary pilots, promoting ongoing safety education and resources available via CASA's Pilot Safety Hub, which is sent to more than 28,000 active pilots who have current medicals
- *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 Safety Advocates*, a quarterly e-newsletter sent to 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
- *Aerodrome Insights*, a new newsletter sent to certified aerodrome operators every 3 to 4 months to keep them informed of changes to rules and regulations.

Table 11 provides details of subscriber engagement with our newsletter content in 2024–25.

CASA also communicated with the aviation community and general public through 622 targeted bulk emails during the year.

Table 11. Engagement with e-newsletter campaigns, 2024–25

Frequency	E-newsletter	Subscribers	Open rate (%)
Monthly	<i>Know Your Drone</i>	63,100	50.9
Monthly	<i>Maintenance Matters</i>	1,371	41.6
Monthly	<i>Regulatory Wrap-up</i>	16,172	46.1
Monthly	<i>RPAS News</i>	34,700	53.0
Monthly	<i>The CASA Briefing</i>	40,882	45.5
Monthly	<i>Your safety is in your hands</i> (for fixed-wing pilots)	25,375	67.6
Monthly	<i>Your safety is in your hands</i> (for rotary pilots)	2,653	65.1
Every 1 to 3 months ^a	<i>Focus on Flight Ops</i>	8,456	49.1
Quarterly	<i>Know Your Drone Safety Advocates</i>	67	47.8
Every 3 to 4 months ^b	<i>Aerodrome Insights</i>	261	45.7

a. Eight newsletters were published from July 2024 to June 2025.

b. Four newsletters were published from September 2024 to June 2025.



Image: Adobe Stock | jovannig

Seminars

During 2024–25, our team of aviation safety advisors delivered 129 face-to-face AvSafety seminars and 414 on-site visits around Australia, connecting with over 5,750 industry members.

The pilot seminars explored the theme of *Loud and clear – Effective communication*.

Key safety issues discussed included rules and procedures when communicating in the aviation environment; real-life examples of how things can go wrong; and techniques and strategies to improve airborne communication.

The engineering seminar *Communication overhaul* discussed ways to close communication gaps and enhance team collaboration as well as tips for better clarity and fewer misunderstandings in the maintenance environment.

Webinars

As part of the *Your safety is in your hands* pilot safety campaign, CASA held 9 AvSafety webinars during the year. The webinars were co-hosted by our aviation safety advisors in partnership with industry and subject matter experts.

The series attracted over 2,350 registrations and was attended by nearly 1,400 industry members, including many general aviation and recreational pilots. All registrants received a link to the webinar recording shortly after each live event. Webinar themes included flight planning and preparation, safe operations in complex airspace, pilot skills and decision-making, and compliance.

AvSafety webinar attendees are eligible to receive a digital badge to recognise their commitment to ongoing learning. More than 870 badges were issued. New 'Continuous learner' badges were awarded to pilots who attended multiple webinars: 39 pilots received a badge for attending more than 5 webinars, and 4 received a badge for attending more than 10 webinars. Recipients can display the digital badge on their resume or social media to demonstrate their ongoing commitment to learning and development.

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

- hosted 9 webinars (including a manual writer session) between July and August 2024. Attended by a total of 79 operators and one manual writer, the webinars provided guidance and answered questions on the requirements for submitting their training and checking systems documentation.
- held 6 rotorcraft performance webinars between October 2024 and March 2025. A total of 67 operators attended these events.

We also:

- held one webinar in August 2024 focusing on aviation medicine, with 220 participants. Dr Kate Manderson, CASA's Principal Medical Officer, provided an overview of our medical functions and how we make decisions.
- hosted 3 webinars for aerodrome operators. Two webinars about the transition to the global reporting format were held in July and November 2024, with a total of 231 registered participants. A webinar to explain the implementation of the aircraft classification rating/pavement classification rating system was held in May 2025, with 29 registered participants.
- hosted 3 webinars in *May-tenance Month* in 2025, attended by more than 100 people. Webinar topics included safety culture, resources to better understand the privileges of a CASR Part 66 (aircraft engineer) licence, and continuing airworthiness from an aircraft owner's perspective.

Plain English guides

A pair of plain English guides for flight crew licensing was published: a guide for aeroplanes in July 2024 and a guide for helicopters in January 2025. These guides provide pilots with pathways of requirements to attain licences, endorsements and ratings for all types of flying activities. A plain English guide for parachuting was also released, in December 2024.

Significant work was undertaken during the reporting period on new guides for:

- remote pilot licence holders and remotely piloted aircraft systems (RPAS) operators
- aerodrome operators
- air transport operators of helicopters
- air transport operators of smaller aeroplanes
- the proposed general aviation maintenance rules.

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

Aviation safety campaigns

Under the CAA, 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. The campaign is now in its sixth year and continues to deliver strong results. The campaign encourages users to visit the *Know Your Drone* website and to test their knowledge of the drone safety rules.

Phase 6 of the campaign, which ran from 18 December 2024 to 31 May 2025, targeted Australians from 16 years to 64 years old. The audience is estimated to be over 3.8 million, comprising roughly equal numbers of drone owners and individuals planning to purchase a drone within the next year. Campaign awareness reached a peak of 52% among drone owners in February 2025.

Awareness of the drone safety rules among owners also increased significantly, averaging 70% during the campaign. Drone owners who had seen the campaign demonstrated a better understanding, correctly identifying more rules on average than did those who had not engaged with the campaign.

Drone owners and people who intend to purchase a drone in the next 12 months continue to view the campaign positively. Over three-quarters agreed that the ads are clear, include important information and have a believable message. Many also agreed that the campaign is educational, thought-provoking and motivating.

Behaviour is also shifting: around 32% of drone owners reported adopting safer flying practices after seeing the campaign, up from 24% in Phase 1. Fewer drone owners now cite a lack of awareness as a reason for non-compliance; the proportion has fallen from 48% in Phase 1 to 38% in Phase 6.

Campaign engagement remained strong, with more than 322,350 people visiting the *Know Your Drone* website and more than 51,190 users taking the drone safety quiz. The campaign continues to deliver value while building knowledge and encouraging safer drone behaviours across Australia.

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 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.

In June 2025, a targeted campaign was launched in Sydney's eastern suburbs, near Sydney Airport and the coastal corridor. This area is known for its busy shared airspace, with the approach and departure path of the airport intersecting with the busy coastal corridor.

The campaign featured geographically targeted social media advertising, along with digital rail terminal, street furniture and bus advertising.

During the campaign, more than 11,120 people from the Sydney region visited the *Know Your Drone* website and more than 6,780 users clicked on the CASA-verified drone safety apps page.

National drone detection data will be analysed in 2025–26 to further evaluate the campaign. For more information about the campaign, visit knowyourdrone.gov.au.

Your safety is in your hands

In its third year, the *Your safety is in your hands* pilot safety campaign continued to deliver strong outcomes, with record levels of awareness, growing engagement, and evidence of behaviour change among pilots.

Campaign recognition reached a new high in 2024–25, with 89% of pilots reporting they had seen or heard of the campaign. Almost 7 in 10 (69%) said they had taken action after seeing the campaign, including speaking with other pilots, changing their flying habits or searching for more safety information.

Engagement with CASA safety resources also increased. Notably, 43% of pilots visited either the Pilot Safety Hub or the CASA website for safety information. There was also an increase in pilots accessing key campaign resources, including webinars and quizzes. Pilots are also spending more time engaged in their safety education, with one in 3 dedicating 6 or more hours over the previous 2 months.

The campaign is helping pilots feel more confident navigating safety material, with 87% now finding aviation safety information easy to understand and 88% knowing where to find the most up-to-date information – proportions that have improved strongly since the campaign launched.

Satisfaction with CASA safety information continues to rise, with more pilots agreeing that it is easy to access and understand, and that CASA is doing a good job educating the sector. Pilots' attitudes and perceptions about safety practices also show positive trends. Most

report having good fuel planning and situational awareness, consistently checking weather forecasts, and following pre-flight checklists.

Rotary pilots continue to show high levels of engagement, with campaign awareness on par with that of fixed-wing pilots.

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 is not only reaching more pilots but also supporting meaningful behaviour change. Visit the Pilot Safety Hub at casa.gov.au/pilots.

Aviation Safety Pledge

In March 2025, CASA launched the Aviation Safety Pledge, an extension of the pilot safety campaign. It is a nationwide voluntary initiative calling on pilots and aircraft maintainers and organisations who support them to publicly commit to actions that keep aviation safe. Backed by behavioural research, the pledge aims to turn intention into action by using the power of public commitment to drive safer behaviours.

Since its launch, 119 organisations, 379 pilots and 86 aircraft maintainers have taken the voluntary pledge. After taking the pledge, users are eligible to receive a digital badge to showcase their commitment to safety by sharing it on LinkedIn, Facebook or other social media platforms. More than 580 digital badges have been issued.

Early results suggest the pledge is having the desired impact. One in 3 pilots surveyed had heard of the pledge and, of those, nearly 30% had taken it. Among those who had pledged, 44% said they had spoken up more about safety concerns, 44% had discussed aviation safety with other pilots, and 42% had encouraged others to adopt safer practices. A further 39% said they would recommend the pledge to fellow pilots.

Although still in its early stages, the pledge is helping to strengthen a positive safety culture by fostering a shared sense of responsibility across individuals and organisations. For more information, visit casa.gov.au/pledge.

Pack Right. Safe Flight.

In 2024–25, CASA launched the *Pack Right. Safe Flight.* dangerous goods campaign to help air travellers understand what they can and cannot pack in their luggage. The campaign aims to reduce in-flight safety risks and prevent disruptions as more passengers are travelling with lithium batteries, power banks, vapes and other dangerous goods.

Built on behavioural research, the campaign addresses key knowledge gaps among travellers. Many passengers were unaware of what counted as a dangerous good and expected clear, consistent advice, ideally from their airline, up to a week before check-in.

Pack Right. Safe Flight. replaced the long-running *Can I pack that?* campaign branding with a modern, research-backed approach. It introduced a new suite of communication materials for airlines, airports and passengers, along with a dedicated campaign website and updated dangerous goods search tool. These online resources make it easier for travellers to find specific packing rules and better understand what is and is not allowed in their luggage.

The campaign focuses on timely, targeted and frequent communication, delivered consistently from booking through to boarding. The goal is to shift behaviours, reduce confusion and support safer, smoother travel.

The campaign aims to:

- deliver safety benefits by reducing the risk of incidents involving undeclared or incorrectly packed dangerous goods
- support operational efficiency by reducing disruptions at check-in and security
- help prevent non-compliance and disputes through early passenger education.

Since the new campaign site was launched, it has had more than 62,000 page views. The search page is the most visited, with 20,000 views. In 2024–25, the most popular searches were for power banks, small electrical appliances, disposable razors, dry batteries and laptops.

Airports, airlines and other industry stakeholders are playing a key role in integrating the campaign into their customer contact channels and operational procedures to introduce consistent messaging to passengers no matter where they fly or which airline they fly with. For more information, visit casa.gov.au/packright.

Other campaigns

In addition to our flagship pilot and drone safety campaigns, we promoted safety on a range of other topics in 2024–25, including:

- 5G – We 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 promoted the safety benefits of Automatic Dependent Surveillance-Broadcast (ADS-B) equipment. We released the *Can you be seen?* guide to help operators and pilots choose equipment or understand how their ADS-B technology works. We provided information about the Australian Government program which provides eligible operators a rebate of up to 50% for the purchase or installation of ADS-B equipment.
- Carbon monoxide safety – We encouraged pilots to use active (electronic) carbon monoxide detectors during flight. In a feedback survey conducted in March 2025, 85% of respondents said they use an active detector every time they fly (a 4% increase) and 83% said their understanding of carbon monoxide risk had increased.

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

Andrew Andersen commenced in the role of Chair of the ASAP in July 2024.

The industry members in 2024–25 were Stuart Aggs, Reece Clothier, Ray Cronin OAM, Adrienne Fleming OAM, Andrew Monaghan, Shannon O'Hara, Mark Thompson, Lea Vesic and Mark Wardrop. Together they represent a broad spectrum of the aviation industry, including the helicopter, air transport, recreation, aerial work, regional, flight training and RPAS sectors.

The ASAP met 4 times during 2024–25 and held 2 out-of-session meetings.

Technical working groups

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

In 2024–25, over 15 TWG meetings were conducted, including face-to-face gatherings and video conferences. This was supported by broader consultation via the CASA Consultation Hub.

The broad themes of industry consultation via the TWGs included:

- Australia's future airspace framework
- sport and recreation aviation
- review and implementation of the *RPAS and AAM Strategic Regulatory Roadmap*
- medium RPAS enablement
- general aviation maintenance
- large air transport.

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 state, regional and national matters, while creating an automated, cost-effective repository for papers and consultations.

In 2024–25, 124 advisory papers and consultations were published on the AvSEF website casa.gov.au/avsef-forum.

Sponsorship and grants

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

In 2024–25, CASA accepted applications for its safety promotion sponsorship program and for scholarships for aircraft maintenance engineers and safety managers.

Table 12 shows the value of CASA's sponsorships and grants, and the numbers of organisations or events assisted.

Table 12. Sponsorships and grants, 2022–23 to 2024–25

Result	2022–23	2023–24	2024–25
Total funds	\$285,709	\$240,251	\$223,354
Number of organisations/events	52	39	34

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.

Australian agencies involved in civil and defence aviation

The *Memorandum of Understanding of Australia's Agencies Involved in Civil and Defence Aviation* was signed in July 2023 and records arrangements between CASA and:

- Airservices Australia
- the Australian Maritime Safety Authority (AMSA)
- the ATSB
- the Bureau of Meteorology
- the Department of Defence
- the Department of Foreign Affairs and Trade (DFAT)
- the Department of Home Affairs
- the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (Infrastructure).

The memorandum of understanding (MoU) records arrangements for international and domestic aviation matters and engagement with ICAO, including matters involving correspondence, representation, whole-of-government policy positions, the sharing of information, and the filing of differences against ICAO Standards and Recommended Practices.

The MoU should be read with the Tripartite MoU, which records arrangements between the Tripartite member agencies (Infrastructure, CASA and Airservices Australia).

Tripartite agreement on engagement with ICAO

The *Memorandum of Understanding in relation to arrangements for Australia's participation in the International Civil Aviation Organization* (the Tripartite MoU) records arrangements between the Tripartite agencies – CASA, Airservices Australia and Infrastructure – to act as a coordination body and lead on the management of ICAO-related matters.

The Tripartite agencies support and provide for the financial arrangements of Australia's representatives at ICAO in Montreal, Canada. The Tripartite MoU sits alongside the *Memorandum of Understanding of Australia's Agencies Involved in Civil and Defence Aviation*.

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, Sport 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 aviation issues at a strategic level.

Australian Transport Safety Bureau

CASA and the ATSB have distinct but complementary roles in aviation safety. The relationship is a function under subsection 9(3) of the CAA and is governed, in part, by an MoU and a safety information policy statement. The MoU outlines how CASA and the ATSB cooperate, while the policy statement details how safety information is shared and used.

The MoU and safety information policy statement ensure that:

- the ATSB and CASA work together to improve aviation safety
- CASA has access to the information it needs to fulfill its regulatory functions
- industry has confidence in both agencies and their respective roles.

Memorandum of understanding

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, emphasising values like cooperation, honesty, trust, and mutual respect.

The MoU also provides an 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.

Safety information policy statement

The safety information policy statement outlines how the ATSB and CASA share safety information, ensuring transparency and appropriate use. It also addresses how CASA can use information provided by the ATSB, including limitations and protections, while clarifying current arrangements and providing the basis on which further input will be sought from the aviation community to establish an appropriate framework for future development consistent with international best practice.

More information can be found on the CASA website casa.gov.au/safety-info-policy-statement.

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 Infrastructure, Airservices Australia, the ATSB, AMSA, and the Bureau of Meteorology.

In 2024–25, regional cooperation included activities focused on:

- enhancing international and domestic ramp inspection capabilities
- improving aerodrome rescue and firefighting services capabilities and regulatory compliance
- delivering foundational safety management system training
- strengthening aviation safety in the Asia-Pacific region.

CASA liaised closely with DFAT on aviation safety approaches in the Pacific and 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 implementation of governance reforms.

International engagement

Ongoing engagement with the global aviation community, including with foreign regulatory counterparts, is an important part of CASA's role. We have responsibilities under the CAA 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 twofold:

- engaging with ICAO, primarily through the *Memorandum of Understanding in relation to arrangements for Australia's participation in the International Civil Aviation Organization*, alongside the *Memorandum of Understanding of Australia's Agencies Involved in Civil and Defence Aviation*
- establishing, reviewing and improving bilateral and multilateral arrangements with counterpart regulatory agencies and countries to streamline industry standards and requirements.

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* (Chicago Convention), which provides for the safe and orderly development of international civil aviation.

In keeping with the expectations and resolutions of the triennial assembly of all ICAO 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. Australia is a longstanding member of the ICAO Council and one of 11 elected 'States of chief importance in air transport'.

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 Airworthiness 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 Group, the Regional Aviation Safety Group – Asia Pacific, and associated subgroups such as the Asia Pacific Regional Aviation Safety Team.

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, supporting a coordinated approach to regulation, and reducing regulatory costs.

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

In June 2025, CASA and the United Kingdom Civil Aviation Authority signed a collaborative working arrangement to facilitate cooperation in areas of mutual interest. The working arrangement sets the framework under which annexes on design and production certification and aircraft maintenance can be produced. This agreement complements similar agreements already in place with jurisdictions such as Japan, Singapore and the United States of America.

Engagement with aviation authorities

CASA continued to proactively engage and maintain positive working relationships with other key aviation authorities in 2024–25.

CASA is an Executive Committee member of the Federal Aviation Administration – Asia-Pacific 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.

CASA is a member of the National Aviation Authorities Network, which consists of the aviation authorities of Australia, Canada,

New Zealand, the United Kingdom and the United States of America. The network aims to foster cooperation, learning and sharing of best practices by working in partnership on common challenges in aviation.

In June 2025, an innovation working group of the network, led by CASA, released the *Roadmap for Advanced Air Mobility Aircraft Type Certification*. The roadmap sets forth a unified and strategic approach to foster collaboration, safety assurance, technological innovation, and AAM-inclusive bilateral agreements.

The roadmap outlines a clear path to align aircraft type certification standards, harmonise airworthiness requirements, and facilitate information sharing among network members. It is supported by a declaration of intent that recognises the importance of fostering cooperation and building resilience to keep pace with and meet the challenges of safely type certifying AAM aircraft and other rapidly evolving aviation technologies.

CASA also engages 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.





Image: Richard Stocker in front of the Joby advanced air mobility electric vertical take-off and landing aircraft. Richard was a recipient of the Director of Aviation Safety Achievement Award for his efforts in leading the successful development and release of the roadmap.

Cooperating on advanced air mobility aircraft type certification

In June 2025, CASA, together with national aviation authorities from Canada, New Zealand, the United Kingdom and the United States of America, released the *Roadmap for Advanced Air Mobility Aircraft Type Certification*.

The publication of the roadmap followed more than 18 months of work by a working group under the auspices of the National Aviation Authorities Network.

The working group was established to focus on innovation and ways to deal with the challenges of certifying aircraft that utilise new and emerging technologies. It was chaired by Richard Stocker, CASA's National Manager Airworthiness and Engineering.

The roadmap aims to ensure safety, foster collaboration, promote technological innovation, harmonise certification standards, and streamline the validation of advanced air mobility (AAM) aircraft to maximise the transferability of those aircraft across the network's international boundaries.



The roadmap is supported by a declaration of intent signed by the 5 authorities. The declaration recognises the importance of fostering cooperation and building resilience to keep pace with and meet the challenges of safely type certifying AAM aircraft and other rapidly evolving aviation technologies.

Together, the 2 documents set out how CASA is working, and will continue to work, with international regulatory authorities. They give CASA significant safety and efficiency benefits in its role as regulator, including the ability to share data, research and safety information which will benefit the domestic aviation industry and enable the future safe and efficient rollout of AAM aircraft in Australia.

4



Part 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 **88**
- Work health and safety **100**

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* has 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.

This strategy supports the wellbeing and effectiveness of our workforce as we navigate the opportunities and challenges ahead.

During 2024-25, CASA implemented initiatives outlined in the *CASA Strategic Workforce Plan 2024-2027*. The plan establishes a program of work over 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 ensure that our workforce has the skills and experience to enable us to successfully regulate the aviation industry.

Key achievements

In 2024-25, CASA progressed several significant people management initiatives, including:

- developing a workforce planning methodology with a supply and demand tool
- creating an aviation technical workforce job family framework and commencing a program to consolidate and modernise position descriptions for that workforce cohort
- undertaking an aviation technical workforce skills audit
- implementing an e-recruitment system to improve the timeliness of recruitment outcomes
- completing a senior manager leadership development program.

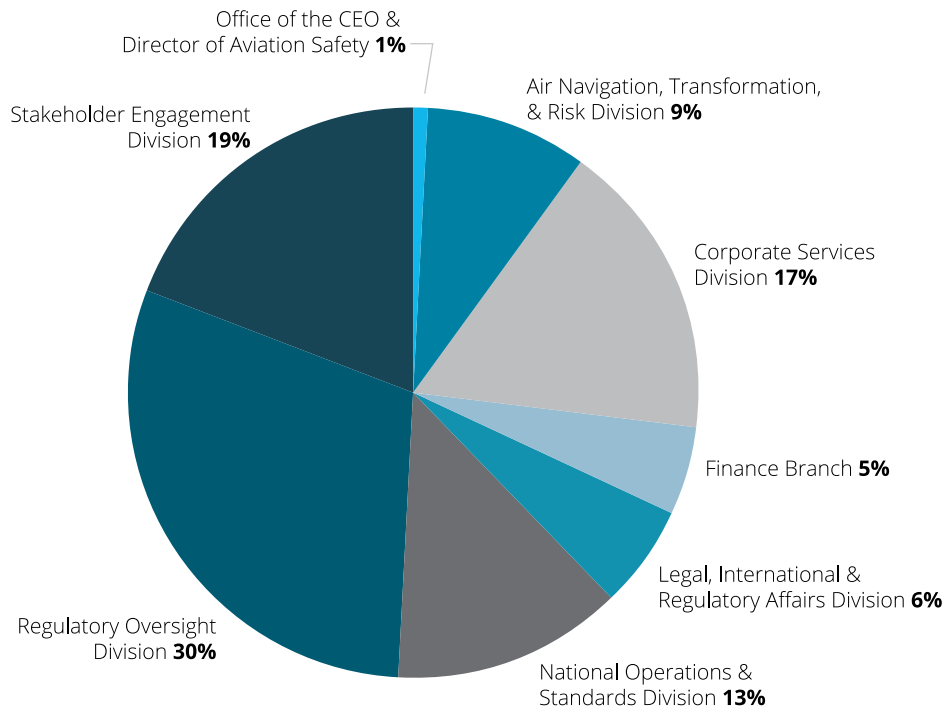
Employees

At 30 June 2025, CASA's average staffing level (ASL) was 824 full-time equivalent (FTE) employees against an allocation of 832. The ASL is a measure of FTE employees averaged across the financial year.

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 2025



Workplace agreements

At 30 June 2025, 95.7% of employees were covered by the *CASA Enterprise Agreement 2023–2026*, which commenced on 11 March 2024. The remaining 4.3% of CASA employees are engaged under individual common law contracts that outline the terms and conditions of an individual's employment.

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*. While not required to, CASA adopted most of the common conditions in the Australian Public Service Statement of Common Conditions, where they supported CASA's operational needs.

Unplanned absences

CASA uses the Australian Public Service Commission definition to calculate the rate of unplanned 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 results for the wider Australian Public Service.

In 2024–25, CASA employees used an average of 11.6 days of unscheduled leave per FTE employee, as shown in Table 13.

Table 13. Unplanned absence rates, 2022–23 to 2024–25 (days per FTE)

Financial year	CASA	Australian Public Service
2022–23	14.5	13.2
2023–24	12.8	13.1
2024–25	11.6	n.a. ^a

FTE = full-time equivalent employee

a. The Australian Public Service average for 2024–25 will be published in late 2025.

Employee turnover

In 2024–25, 63 ongoing employees separated from CASA. The ongoing employee separation rate was 7.5%, as shown in Table 14.

The primary 3 reasons for ongoing separation in 2024–25 were resignation from CASA (38%), resignation and movement to an Australian Public Service agency (27%), and retirement (27%).

Table 14. Employee turnover, 2022–23 to 2024–25 (% of ongoing employees)

Financial year	CASA	Australian Public Service
2022–23	8.9	8.1 ^a
2023–24	12.2	10.7
2024–25	7.5	n.a. ^b

a. The 2022–23 annual report incorrectly showed this result as 6.9%.

b. The Australian Public Service average for 2024–25 will be published in late 2025.

Workplace diversity and inclusion

Throughout 2024–25, CASA continued to support 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 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 2024, covering the reporting period from 1 January 2023 to 31 December 2023. For that period, CASA's gender pay gap (a measure of how we value the contribution of men and women in the workforce) was 25.1%, compared with an average of 12.1% for the Commonwealth public sector.

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 male-dominated technical aviation positions.

Approximately 61% 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 \$85,355 (Level 4 Endorsement Loading, effective from November 2024) in addition to their base salary. This directly contributes to the gender pay gap for CASA.

Indigenous employment

Two participants of the Indigenous Apprenticeships Program graduated in November 2024 and a further 2 participants completed their programs in July 2025. Graduates successfully complete 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. In 2024, Mark Gillow, Senior Learning and Development Specialist, was seconded to the Pilbara region of Western Australia. Mark worked with the Yindjibarndi Aboriginal Corporation on a project to develop training for the tenants of a new \$10 million transitional housing complex.

We also continued our journey of reconciliation and recognition through the launch of a book, *Reflections of Country: Indigenous Art and Culture*, which consolidates the stories behind the Indigenous artefacts and works of art at CASA. Through the art and artefacts, CASA staff learn about the history of First Nations Australians and gain a deeper understanding and knowledge of their culture.

Diversity profile

Table 15 shows the diversity of CASA's workforce over the past 3 financial years.

Table 15. Diversity in CASA's workforce, 2022–23 to 2024–25 (% of total employees)

Identity		2022–23	2023–24	2024–25
Aged 55 years or over		34.5	38.0	38.4
Culturally and linguistically diverse ^a		15.7	31.1	31.9
Gender	Female	39.2	37.8	38.6
	Male	60.7	62.1	61.3
	Other	0.1	0.1	0.1
Indigenous Australian		2.8	3.2	3.2
With disability		4.5	4.2	5.1

a. From 2023–24, the results 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 2022–23 are based on 'non-English speaking background' as previously defined by the Australian Bureau of Statistics.

Leadership and networks

Our 3 diversity champions advocate for and support initiatives to build a more inclusive workplace. They 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 2024–25.

CASA Abilities Network

The CASA Abilities Network (CAN) has 22 members and is championed by Andreas Marcelja, Executive Manager Stakeholder Engagement.

To mark International Day of People with Disability, CAN hosted an online event attended by over 320 staff from across CASA, Airservices Australia, the Australian Maritime Safety Authority and the Australian Transport Safety Bureau. The panel members, who live with disability or care for others who do, spoke about working in their agencies, what the day means to them, what in the workplace is critical for them to thrive, and the thing they would most like to see in their workplace to help amplify the leadership of people with disability. The theme for the day was 'amplifying the leadership of persons with disabilities for an inclusive and sustainable future', with the key message that leadership is achieved not through a position or hierarchy but by inspiring others to follow our example, which is not possible without being nice to one another.

CAN also commemorated Neurodiversity Celebration Week by promoting a new SBS Inclusion eLearning module on 'neurodiversity', which is defined as the range of differences in individual brain function and behavioural traits,

regarded as part of normal variation in the human population. The course aims to improve understanding of neurodiversity and how employment opportunities for neurodivergent people can be enhanced and embraced.

Gender Equity Network

The Gender Equity Network (GEN) is championed by Pip Spence, Chief Executive Officer and Director of Aviation Safety. GEN has 25 members.

In 2024–25, key activities of GEN included information sharing and whole-of-CASA events. The network also:

- promoted Men's Health Month in September 2024
- participated in Share the Dignity's Christmas campaign
- celebrated International Women's Day on 8 March 2025, with a screening of *Breaking glass*, which tells the story of Scandinavian Airlines in 1969 becoming the first commercial airline to hire a female pilot
- celebrated International Women in Engineering Day on 23 June 2025
- commenced actions to become a breastfeeding-accredited workplace
- increased the diversity and inclusion section of orientation training for new staff, to raise awareness of the importance that CASA places on diversity and inclusion.

Rainbow Skies Network

The Rainbow Skies Network is chaired by Amanda Palmer, National Manager Communications. Rainbow Skies has 22 members.

Key activities of Rainbow Skies included sharing information and supporting whole-of-CASA events such as celebrations of Wear it Purple Day in August 2024 and Pride Month in June 2025.

On 17 May 2024, Rainbow Skies participated in a cross-agency panel in recognition of IDAHOBIT, also known as The Day Against LGBTQIA+ Discrimination, focusing on the power of communities. The panel members discussed their range of experiences, from being excluded to finding support and allies in their new communities.

The network also supported CASA's introduction of an eLearning course to improve inclusion of LGBTQ+ staff and promote understanding of the challenges they face. The course covers the use of common terminology, the importance of inclusion in the workplace, and being mindful of language, stereotypes and assumptions.

In 2025, CASA made a submission to the Australian Workplace Equality Index and participated in the related employee survey for the first time. The index is an external benchmark facilitated by Pride in Diversity that drives best practice and will be used to identify priority areas where policies, processes or information can be developed to better support LGBTQ+ staff.

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 25 members.

Through the dedicated efforts of CATSIEN members and documented strategies within CASA's Reconciliation Action Plan (RAP), CASA:

- recognised annual commemorative days, including National Sorry Day and Mabo Day
- received an award from the Larrakia Nation recognising CASA's continued support
- facilitated First Nations staff participating in surveillance activities across remote locations as part of CASA's RAP
- held the annual CATSIEN conference in June 2025, on Ngannawal country (Canberra), to align with National Reconciliation Week and Mabo Day

- celebrated National Reconciliation Week with activities in all offices, including a pop-up shop in Brisbane that sold ethically sourced works by Aboriginal and Torres Strait Islander artists. Profits were distributed among the artists and their communities.

In October 2024, CASA implemented the new Core Cultural Learning program developed by the Australian Institute of Aboriginal and Torres Strait Islander Studies in partnership with the Department of the Prime Minister and Cabinet and the Department of Social Services. This program is designed to improve knowledge of Aboriginal and Torres Strait Islander cultures and the challenges faced by Aboriginal and Torres Strait Islander peoples.

Employee training and development

In 2024–25, CASA implemented specialist training for our inspectors, covering continuing airworthiness management organisations; maintenance organisations; management of change; airworthiness directives; minimum equipment lists and permissible unserviceabilities; certificates of airworthiness; drug and alcohol management; extended diversion time operations; maintenance and reliability programs; performance-based navigation; Garmin navigation systems; prescribed single-engine aeroplanes; safety management systems; and air displays.

Other highlights of CASA's employee training and development activities in 2024–25 included:

- delivering professional development initiatives using technology for time efficiency; writing skills; career planning and development; and using office software
- delivering workshops to support a respectful and safe workplace, on topics including bystander training, manager-focused leadership in cultivating a safe workplace culture, and respectful communications

- concluding the senior leadership team development program, which included a 360-degree feedback process, individual coaching sessions, group projects and a group workshop.

During 2024–25, CASA developed 15 facilitator-led and 10 eLearning modules.

CASA employees:

- completed 1,878 classroom/webinar training sessions and 9,296 eLearning sessions delivered by CASA
- completed 335 courses and accessed 9,255 training videos online through LinkedIn Learning.

Aviation industry personnel completed 15,703 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 16. They include:

- annual awards – Australia Day Achievement Award, Director of Aviation Safety Achievement Award, Inclusion Award, and Leadership Award
- biannual awards – Above and Beyond, Innovation, and Everyday Hero Awards.

Table 16. Employees recognised through the CASA Awards, 2024–25

Award	Recipient(s)	Division/branch
Above and Beyond	Iain Bailey	Regulatory Oversight Division – Regulatory Services 1
	Michelle Christensen	Regulatory Oversight Division – Regulatory Services 1
	Narelle Curtis	Stakeholder Engagement Division – Communications
	Daniel Holliday	Regulatory Oversight Division – Regulatory Services 1
	Kelsey Kadam	National Operations and Standards Division – Emerging Technologies and Regulatory Change
	Rebecca Kuster	National Operations and Standards Division – Emerging Technology and Regulatory Change
	Pete Little	Regulatory Oversight Division – Regulatory Services 1
	Paul Nguyen	Regulatory Oversight Division – Regulatory Services 1
	Courtney Shenton	Regulatory Oversight Division – Regulatory Services 1
	Lance Cooper and Alex Gonzalez	Regulatory Oversight Division – Regulatory Services 2
	Carmen Askew, Meghan Calder, Carolyn Dempster, Melissa Hamilton, Fran Hannan, Greg Imlay, Kevin McMurtrie, Peter Marsh, Rose Olah, Shawn Ottway, Scott Rackley, Luke Rusby, Dale South, Andrea Tame, Scott Watson, Mel Weeks	National Operations and Standards Division – Flight Standards Regulatory Oversight Division – Regulatory Services 2 Stakeholder Engagement Division – Communications
	Riley Bingham, Jim Holden, Phil Khan, Graham King, Darcy Lonergan, Doug Mathie, Rod Oudshoorn, Brett Rands, Toby Schenker, Tom Wiltshire	National Operations and Standards Division – Airworthiness and Engineering

Award	Recipient(s)	Division/branch
Above and Beyond	Nurun Chowdhury, Mathew Ford, Sue Guerin, Isy Joyner, Renee Karssen, Ashleigh Kraft, Bernadette Livori, Brianna Meagher, Jana Remedio, Leonard Yates	Stakeholder Engagement Division – Industry and Government Engagement
Director of Aviation Safety Achievement	Russell Dyer	Regulatory Oversight Division – Surveillance
	Richard Stocker	National Operations and Standards Division – Airworthiness and Engineering
Inclusion	Nathan Davamoni	Air Navigation, Transformation and Risk Division – Transformation
	Alkira Muckan	Corporate Services Division – People and Capability
	Robbie Simms	Regulatory Oversight Division – Surveillance
Innovation	Sue Guerin	Stakeholder Engagement Division – Industry and Government Engagement
	JJ Kanapi	Stakeholder Engagement Division – Client Services Centre
	Nick Singh	Regulatory Oversight Division – Surveillance
	Denzil Tallent	Corporate Services Division – Information Technology
	Grace Ge, Renee Ness, James Taylor	Stakeholder Engagement Division – Communications
		Corporate Services Division – Information Technology
	Andrew Cole, Michael Henry, Simon McDonald, Yosef Zamora	Regulatory Oversight Division – Continuous Improvement and Strategic Support Air Navigation, Transformation and Risk Division – Safety, Risk and Intelligence Air Navigation, Transformation and Risk Division – Air Navigation Airspace and Aerodromes Finance

Award	Recipient(s)	Division/branch
Leadership	Jo Seabrook	Regulatory Oversight Division – Surveillance
	Amy Stewart	Air Navigation, Transformation and Risk Division – Transformation
Everyday Hero	Christine Boag-Hodgson	Air Navigation, Transformation and Risk Division – Air Navigation, Airspace and Aerodromes
	Eric Brown	Corporate Services Division – Information Technology
	Justine Camero	Corporate Services Division – Information Technology
	Melissa Channell	Stakeholder Engagement Division – Client Services Centre
	Bradley Cowan	Regulatory Oversight Division – Surveillance
	Mick English	National Operations and Standards Division – Airworthiness and Engineering
	Matt Hasler	Stakeholder Engagement Division – Client Services Centre
	Travis Healy	Legal, International and Regulatory Affairs Division – Legal Services
	Steve Jiang	Corporate Services Division – Information Technology
	Shannen Juleff	Stakeholder Engagement Division – Client Services Centre
	Santhosh Koonan	Corporate Services Division – Information Technology
	Liz Lake (awarded twice in 2024–25)	Regulatory Oversight Division – Continuous Improvement and Strategic Support
	Dean Lammiman	Air Navigation, Transformation and Risk Division – Transformation
	Jorge Lobarinas	Regulatory Oversight Division – Regulatory Services 1
	Ainsley McKenzie	Corporate Services Division – People and Capability
	Jugal Modi	Corporate Services Division – People and Capability

Award	Recipient(s)	Division/branch
Everyday Hero	Paul Musumeci	Stakeholder Engagement Division – Industry and Government Engagement
	Robert Pedri	Regulatory Oversight Division – Regulatory Services 2
	Scott Rackley	Regulatory Oversight Division – Regulatory Services 2
	Jacqueline Radstaak	Stakeholder Engagement Division – Client Services Centre
	Mark Roberts	Air Navigation, Transformation and Risk Division – Safety, Risk and Intelligence
	Nicholas Scott	Stakeholder Engagement Division – Communications
	Jennifer Smith-Roberts	Legal, International and Regulatory Affairs Division – Legal Services
	Andrea Tame	Regulatory Oversight Division – Regulatory Services 2
	Rosie Tsikleas	Office of the Chief Executive Officer and Director of Aviation Safety
	Diane Wang	Corporate Services Division – Information Technology Branch
	Donna Wiggins	Stakeholder Engagement Division – Client Services Centre
	Ben Wildey	Corporate Services Division – People and Capability
	Adam Williams	National Operations and Standards Division – Airworthiness and Engineering
	Kristie Winter	Stakeholder Engagement Division – Industry and Government Engagement
	Christopher Yu	Stakeholder Engagement Division – Client Services Centre
	Prue Zamora	Stakeholder Engagement Division – Communications
	Carly Glover and Casey Thomson	Finance

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

Table 17 lists the recipients of awards for milestones of 20 years or more in 2024–25.

Table 17. Recipients of CASA milestone awards for length of service, 2024–25

Length of service	Recipient(s)
40 years	Carolyn Mosslar
35 years	Joe Silvestro, Nadia Spesyvy
30 years	Carolyn Dempster
25 years	Ekrem Aceruzumoglu, Natalie Johnson, Kelvin Morton, Andrew Ward
20 years	Coralie Azize, Allison Gale, Luke Harris, Kathy Kirby, Emma Milne, Denise Morman, Lynda O'Reilly, Kristie Rabbitt, Anil Wadhawan, Yosef Zamora

Note: Due to their large numbers, recipients of awards for 5, 10 or 15 years of service are not named in the annual report.



Image: Adobe Stock | reewungjunerr

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 psychosocial wellbeing, safety and development of our people.

Key areas of focus

During 2024–25, CASA's strategic WHS priorities focused on:

- continuously reviewing and implementing the WHS management system, including policies, manuals and guidance
- promulgating advice and guidance to CASA managers and staff on changes to the WHS Act and other relevant legislation, including positive duty, the right to disconnect, and industrial manslaughter
- promoting the use of CASA's employee assistance program and proactively communicating that increased staff engagement with the service should be seen as a positive indicator of workplace health and safety
- providing training to support appropriate behaviour in the workplace.

Four training courses were delivered to increase respect in CASA workplaces:

- Bystander, an online course on creating a respectful environment by motivating bystander action through empowerment
- Be the Change, an online course enabling managers to explore the impact of unconscious bias, emotional intelligence and adaptive quotient to gain insights into how these elements contribute to effective leadership, collaboration and decision-making

- psychosocial risk management workshops, delivered by Comcare, providing an overview of the duties and responsibilities under the WHS Act related to the prevention and management of psychosocial risks in the workplace
- Respectful communication and challenging interactions, an online course to enhance leadership and communication skills by combining insights from neuroscience with practical strategies for supporting positive workplace interactions.

The Chief Executive Officer and Director of Aviation Safety, supported by the Executive Manager Corporate Services and other members of the executive, also ran face-to-face workshops on acceptable conduct and behaviour.

During 2024–25, CASA's Wellness Hub featured articles, strategies and tips about boosting your immunity during winter, staying connected when working remotely, onboarding employees and managing workplace stress.

The Wellness Hub also featured R U OK? Day, a reminder that we can all support mental health and wellbeing at work, and World Smile Day, a day to celebrate kindness.

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 WHS Act. The Board approved the updated WHS policy at its June 2025 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 2024–25, underpinned by the delivery of mandatory training and monitoring of compliance with requirements to complete training modules.

Alcohol and other drugs

CASA's internal 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 May 2025, either on site in CASA offices or via a pharmacy voucher. Table 18 summarises the results of the vaccination program and other key WHS activities.

Table 18. Results of work health and safety activities, 2024–25

Activity	Number
Employees who participated in the seasonal influenza vaccination program	374
Employees who had an individual workstation assessment conducted by a qualified service provider	31
Employees who were provided with case management support to stay at work or return to work safely while addressing significant personal or health issues	23
Employees who accessed early intervention assistance for work-related illness or injury	1
Incidents notified by employees	29
Hazards notified by employees	117
Employees and family members who accessed the employee assistance program	93
Operational employees who attended a hearing assessment	143
Operational employees working in remote areas who completed first aid training	22

Investigations and compensation

In 2024–25, CASA recorded no WHS incidents or matters requiring notification to Comcare. All incidents and issues listed in Table 18 were reviewed, addressed and closed.

The observed increase in recorded WHS matters and hazards during this period is attributed to enhanced data source reviews and proactive efforts to encourage reporting. This increase reflects a positive outcome, with higher reporting rates indicating improved awareness, while the reported matters themselves were of low actual consequence.

Comcare premium

The Comcare premium pool is the total premium to be charged across all entities in the Comcare scheme, based on workers compensation forecasts for the financial year. CASA's portion of the premium pool is calculated by multiplying our prescribed rate by our estimated payroll for the financial year.

The prescribed rate is increased or decreased based on trends in the premium pool (across all entities) and CASA's claim performance. CASA's 2024–25 prescribed rate was 0.64%, which was a decrease from 0.77% in 2023–24 and lower than the average prescribed rate of 0.95% for all Comcare scheme participants in 2024–25.

CASA's prescribed rate decreased despite a 28% increase in the overall premium pool in 2024–25, demonstrating the effectiveness of CASA's WHS measures, and rehabilitation and return-to-work programs.

Early intervention

The early intervention assistance program is an ongoing program under CASA's rehabilitation management procedures and rehabilitation directive. In 2024–25, CASA approved eligible employee reimbursement for employees of approximately \$500.

Claims

Nine claims for workers compensation were lodged with Comcare in 2024–25. Six claims (4 psychological and 2 physical) were rejected, and 3 claims (one psychological and 2 physical) were accepted.



Image: Counter Terrorism & Emergency Response Western Australia Police Force

Partnering with police to improve drone use

In 2023, CASA was approached by police forces seeking help to make it safer and easier to use drones in emergency scenarios. This led to a joint effort with the Western Australia Police Force (WA Police) and other state and federal police agencies to establish the national RPAS Working Group.

A 6-month trial exemption, issued in April 2024, allowed police forces holding a remotely piloted aircraft operator certificate to fly small drones indoors, within 30 metres of people, and beyond visual line of sight.

Through the working group, CASA and WA Police worked together to design the exemption's safety rules and the way it would operate. WA Police officers also gave feedback on propeller shrouding, kinetic energy limits, training requirements, and where drones could be used.

The trial started with the first exempted training flight on 10 May 2024. WA Police led many such flights across metropolitan and regional Western Australia. By the end of July 2024, a total of 307 exempted flights had taken place. Most were for training; 4 were for real emergency operations.

No safety incidents occurred during the trial, indicating that the safety measures had worked as intended.

Since the exemption's renewal in October 2024, WA Police have had at least 2 operational flights that helped to save lives. One included a high-risk siege during which drones were used to locate vulnerable people and guide tactical decisions.

Representatives of CASA, WA Police Air Wing and the working group meet regularly to review results and make improvements. The CASA and WA Police partnership shows how drones can be used to support emergency services and enhance public safety.

CASA is now looking at how the same approach could help other emergency services, such as fire and rescue, ambulance, and search and rescue. CASA plans to include key parts of the working group's safety framework in upcoming policy design.



Updating the *RPAS and AAM Strategic Regulatory Roadmap*

CASA released the updated *RPAS and AAM Strategic Regulatory Roadmap* in December 2024. Originally published in 2022, this roadmap outlines Australia's long-term regulatory vision for the safe and seamless integration of remotely piloted aircraft systems (RPAS) and advanced air mobility (AAM) into Australian airspace over the next 10 to 15 years.

CASA reviewed the roadmap in 2024, in collaboration with industry stakeholders. This included focused consultation sessions co-chaired by the Australian Association for Uncrewed Systems and input from a dedicated technical working group (TWG) composed of experts across the RPAS, AAM and infrastructure sectors.

Key changes to the document included:

- clearer regulatory timeframes to support industry growth and innovation
- new activities to review pathways for large RPAS and research and development operations
- enhanced collaboration to align with global standards and address challenges such as airspace management, infrastructure development, and licensing and type certification of aircraft.

CASA and the TWG recognised that improved communication and greater transparency would be essential following the release of the updated roadmap. CASA committed to the following ongoing engagement activities:

- regular updates published on the CASA website, tracking progress against roadmap activities
- an ongoing Roadmap Review TWG, to provide sector insight and understanding of current needs and challenges to inform CASA's implementation of roadmap deliverables
- biannual industry consultation sessions, which are open to all industry participants to attend.

The first industry session was held on 8 May 2025, with over 400 participants.

The *RPAS and AAM Strategic Regulatory Roadmap* review demonstrates a clear, collaborative and internationally aligned regulatory approach. The defined activities, measurable milestones and ongoing commitment to collaboration and communication improve sector certainty.

CASA is committed to working with industry towards shared goals for the safe and scalable integration of RPAS and AAM into the Australian aviation landscape.

5

Part 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:

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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

In accordance with the minister's Statement of Expectations, CASA keeps the Minister for Infrastructure, Transport, Regional Development and Local Government informed about its public submissions, media releases, major speeches and other details for which the Australian Government is accountable to the Parliament and the community.

CASA appeared before the Senate Rural and Regional Affairs and Transport Legislation Committee Budget estimates hearings on 5 November 2024 and 25 February 2025.

CASA responded to 83 parliamentary questions on notice during 2024–25.

Administrative reviews

Certain types of regulatory decisions made by CASA are subject to merits review by the Administrative Review Tribunal (ART), which replaced the Administrative Appeals Tribunal on 14 October 2024. Merits review involves the reconsideration of an administrative decision. On the facts before it, the ART 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.

During 2024–25, there were 18 new applications lodged, and 11 applications carried over from the previous financial year. Fourteen applications were concluded with 8 withdrawn by the applicant, 2 decisions affirmed, 2 decisions varied, one decision set aside by the ART and one decision refused an extension of time for lodgement. At 30 June 2025, 15 matters remained on hand with the ART.

Full information regarding tribunal and Federal Court decisions can be found in tables B.8 to B.10 in Appendix B.

Audits and investigations

During 2024–25, the Office of the Australian Information Commissioner concluded 4 investigations arising from CASA's administration of requests under the *Freedom of Information Act 1982*. Three of the decisions under investigation were withdrawn by the applicant and the decision subject to the other investigation was affirmed by the Commissioner.

CASA was not the subject of any reports by the Commonwealth Ombudsman or the Australian National Audit Office (other than audit of CASA's annual financial statements) in 2024–25.

Coronial inquiries

During 2024–25, CASA was involved in 5 coronial inquests where we were asked to appear before the coroner. CASA was also requested to supply records for a further 2 coronial inquests to assist in the inquest process.

On 31 July 2024, the Victorian Coroner handed down findings in relation to the inquest into the mid-air collision between 2 training aircraft near Mangalore on 19 February 2020. The coroner recommended that CASA continue to promote the voluntary uptake of Automatic Dependent Surveillance-Broadcast (ADS-B) technology in aircraft and disseminate educational material to the aviation industry to reinforce the importance of accurate departure calls by pilots.

On 14 February 2025, the Victorian Coroner handed down findings in relation to the inquest into the fatal crash of a light sport aircraft at Lucyvale in north-eastern Victoria on 18 September 2022. The coroner's findings included recommendations to CASA in relation to its regulation of Recreational Aviation Australia.

On 14 April 2025, the Queensland Coroners Court notified CASA of the inquest into the deaths resulting from the mid-air collision of 2 helicopters operated by Sea World Helicopters on 2 January 2023. The coronial inquiry is expected to consist of 2 weeks of hearings between November 2025 and April 2026.

Details of CASA's responses to coronial recommendations in 2024–25 are set out in Table B.11 in Appendix B.

Industry complaints

The Industry Complaints Commissioner (ICC) considers complaints made about actions, decisions and services provided by CASA employees, delegates and authorised persons. Reporting directly to CASA's Board, the ICC considers complaints to establish whether CASA's administrative actions, 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 2024–25, 12 E&IO-related matters were raised and 9 were finalised.

Complaints received and resolved

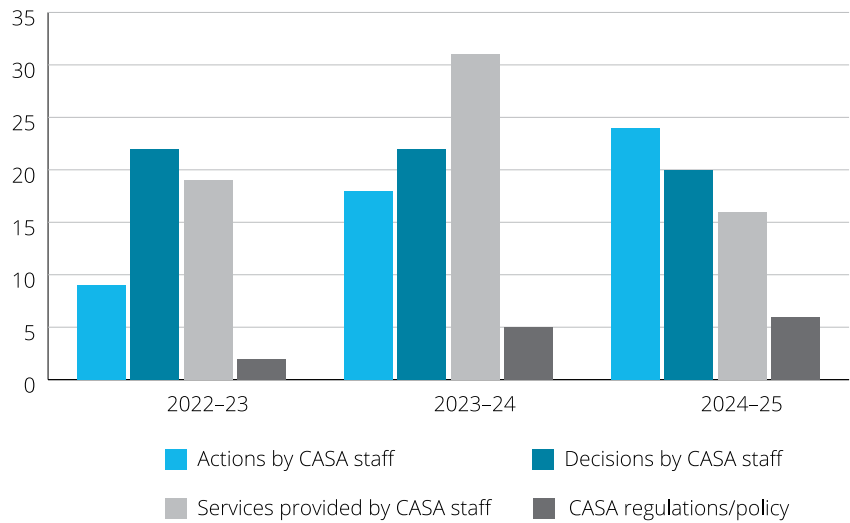
The ICC resolved a total of 369 complaints in 2024–25, of which:

- 304 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
- 43 were standard complaints
- 22 were complex complaints, which required expert advice, related to novel issues or presented a wide range of questions.



Figure 13 shows complaints resolved each year from 2022–23 to 2024–25, by the subject matter of the complaint.

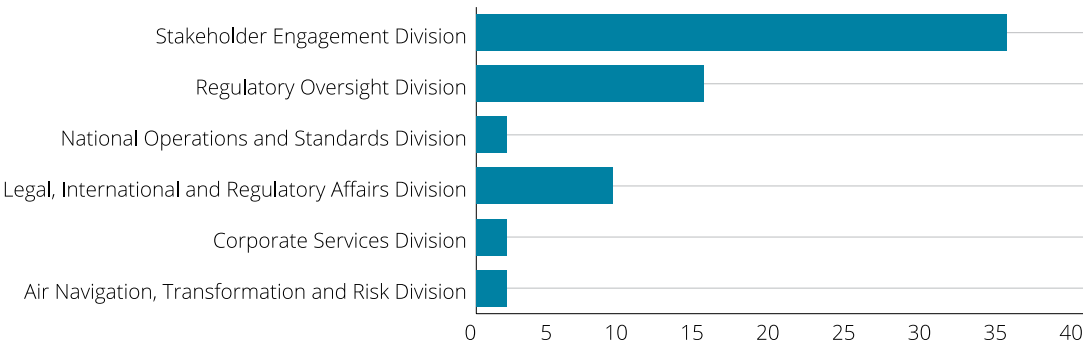
Figure 13. Complaints by subject matter, 2022–23 to 2024–25



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

Figure 14 shows the breakdown of complaints resolved in 2024–25, by the business area about which the complaint was made.

Figure 14. Complex and standard complaints resolved, by business group, 2024–25



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

Table 19 quantifies the number of complaints resolved within the targeted timeframes, along with the average processing time, each year from 2022–23 to 2024–25.

Table 19. Complaints processed within timeliness targets, 2022–23 to 2024–25 (%)

Cases		2022–23		2023–24		2024–25	
Type	Target (days)	% within target	Average time (days)	% within target	Average time (days)	% within target	Average time (days)
Simple	5	100	1.1	100	1.0	100	1.0
Standard	30	100	7.5	95	10.7	95	10.6
Complex	90	88	55.2	90	53.9	100	26.1

Complaint outcomes and prevention strategies

The ICC provided a positive outcome for complainants in 30 of the 65 standard or complex complaints resolved in 2024–25. 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
- providing apologies from CASA when the ICC has concluded that things could have been done better.

Out-of-jurisdiction complaints

In 2024–25, the ICC received 298 out-of-jurisdiction complaints about airlines. 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.



Image: Adobe Stock | pit24

Regulatory performance

The principles for regulator best practice are described in the whole-of-government *Regulatory Policy, Practice and Performance Framework* released by the Department of Finance in August 2024. The framework underpins the best practice approach and principles for regulator performance outlined in Resource Management Guide 128 – *Regulator Performance*.

The framework supports the purpose of the Australian Government's regulatory reform agenda: to boost Australia's productivity and lower the cost of living by ensuring a fit-for-purpose regulatory environment.

It provides Commonwealth regulators and regulatory policymakers with 6 principles to drive regulation in a digital era, protect against regulatory failures, and improve productivity. The principles are:

- targeted and risk-based
- integrated in existing systems
- user-centred
- evidence-based and data-driven
- reflective of the digital era
- continuously improved and outcomes focused.

CASA is committed to implementing the framework, and the 6 principles are embodied in the objectives and performance measures in our corporate plan. Our performance against those measures in 2024–25 is described in Part 2 of the 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 technical working groups and the Aviation Safety Advisory Panel, publishing advisory and air safety guidance materials, conducting aviation seminars, and supporting the CASA Consultation Hub.

Enforcement actions

Our coordinated enforcement process provides CASA decision-makers with the benefit of legal, regulatory and technical and/or operational input when considering the most appropriate action that might be taken due to 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* (CAA), where there is a serious and imminent risk to safety.

Alternatively, or in combination with such action, CASA may issue an aviation infringement notice 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 such action. 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 enforcement-related action.

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.

Significant activities and changes

Section 17BE(p) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) requires corporate Commonwealth entities to report on significant activities and changes that affect their operations or structure during the financial year.

Operational and financial results

Financial results are recorded in Part 1 and Part 6 of this report. There were no significant financial activities or changes that affected the operations or structure of CASA during 2024–25. Key operational activities are reported in Part 2 of this report.

Significant events

In 2024–25, CASA experienced no significant events involving the formation or participation in the formation of a company, significant partnership or trust.

Key changes to state of affairs or principal activities

There were no key changes to CASA's state of affairs or principal activities during 2024–25.

Legislative amendments

CASA is progressively migrating and updating rules from the Civil Aviation Regulations 1988 to the Civil Aviation Safety Regulations 1998 as part of its regulation development and reform role. The Forward Regulatory Program gives industry a consolidated and transparent view of what regulatory changes CASA is considering and when.

CASA's progress against the Forward Regulatory Program is detailed in Table 5 in Part 2 of the report.

CASA is regularly updating delegated legislation such as the Manuals of Standards that complement the Civil Aviation Safety Regulations 1998, and each change will affect how CASA ensures aviation safety; however, no changes in 2024–25 are considered to be significant to CASA's operation or structure.

There were no other significant activities or amendments to CASA's enabling legislation, or to any other legislation directly relevant to its operation, that affected the operations or structure of CASA during 2024–25.

Compliance with finance law

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

CASA had no significant issues to report to the minister in relation to non-compliance with finance law in 2024–25.

Related entity transactions

In 2024–25, 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.

Freedom of information

In 2024–25, CASA received 179 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 casa.gov.au/info-pub-scheme.

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 CAA.

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.

CASA's Comcover policy also indemnifies directors and officers from liability for the consequences of wrongful acts, as defined in the policy. In 2024–25, CASA did not provide an indemnity to the CASA Board, a CASA Board member or a CASA officer.

Environmental sustainability

CASA is committed to contributing to the government's Australian Public Service Net Zero 2030 target.

Commonwealth Climate Disclosure is the Australian Government's policy for Commonwealth entities and Commonwealth companies to publicly report on their exposure to climate risks and opportunities, as well as their actions to manage them, delivering transparent and consistent climate disclosures to the Australian public.

The Commonwealth Climate Disclosure Requirements align with the Australian Sustainability Reporting Standard AASB S2. This policy enables Commonwealth entities and Commonwealth companies to be more prepared for, and responsive to, the changing climate. It also supports the delivery of Australia's emissions reduction targets under the Paris Agreement and the government's Australian Public Service Net Zero 2030 target.

Requirements will be progressively implemented over 3 years to allow for capability uplift and climate risk maturity development. Disclosures will be made across the 4 categories of climate disclosure listed below.

- Governance – processes, controls and procedures to support climate risk management
- Strategy – strategic approaches to manage climate-related risks and opportunities and reduce emissions over time
- Risk Management – methods used to embed climate risk management practices
- Metrics and targets – processes and methodologies used to track performance and meet climate-related targets

We will report our progress towards the target annually through our Commonwealth Climate Disclosure included in our annual report from 2026–27.

Our contribution to emissions reduction will be detailed in our Emissions Reduction Plan (ERP), which when finalised will be available on the CASA website.

Emissions Reduction Plan

In 2024–25, CASA began developing our first ERP. The plan provides an overview of CASA's operational context and baseline emissions. It sets an emissions reduction target for CASA of net zero emissions by 2030 and details new and existing initiatives to reduce emissions from our buildings, fleet vehicles, travel and procurement activities.

CASA currently utilises the Environmental Management System (EMS), which will be superseded by the ERP. Initiatives that were identified in the EMS have been rolled over into the ERP. CASA's ERP will be in line with the requirements of the Net Zero in Government Operations Strategy, which replaced 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 reviewed on an annual basis. The energy usage targets have been reset for the CASA Canberra office due to the excellent energy efficiency since the office's relocation to 18 Marcus Clarke Street.

Seven (out of 9) 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 completed in the Brisbane office, with landfill and recycling now being tracked using a system called Bin Tracker.
- CASA accepted an offer to have a free water efficiency assessment for the Canberra office carried out by an experienced water assessor, through the Sustainable Business Program of the ACT Government. At 30 June 2025, the assessment was pending.
- 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 usage within CASA offices decreased compared to the previous 12 months. The Canberra office experienced the greatest decline in energy usage, due to:

- 18 Marcus Clarke Street not having a dedicated computer server room or the significant air-conditioning infrastructure previously required (additionally, each regional office has smaller data racks and smaller air-conditioning systems)
- use of energy-efficient LED lighting and motion sensors which ensure that lights operate only when the rooms are in use
- supplementary air-conditioning units in meeting rooms, collaboration hubs and some offices, that are activated when the lights turn on, saving on the unnecessary running of the air-conditioning – for some meeting rooms this could halve the hours of operation.

Electricity usage in the regional offices remained consistent with 2023–24 usage. The Energy Management Plan requires an investigation into any CASA site that is reporting significantly higher energy usage compared to other CASA sites.

Motor vehicle fleet

CASA has reduced its motor vehicle fleet by 8 vehicles due to low mileage and usage of cars in various locations, mainly Melbourne and Brisbane. The reduction will save CASA approximately \$50,000 per annum and reduce vehicle emissions.

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 vehicles, and the current lack of charging infrastructure are factors holding back CASA's transition to zero emissions vehicles and petrol hybrid electric vehicles.

Charging stations have been installed in the Melbourne office car park by the lessor. Charging points are also 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. There is also a dedicated electric vehicle charging station within our Sydney car parking.

CASA has developed a lease expiration and renewal strategy to ensure that vehicles that are not being used 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 plug in or petrol hybrid electric vehicle or a zero emissions vehicle.

An additional benefit because of the fleet reduction is the \$15,000 per annum saving at the Melbourne office for car parking not required. The same saving cannot be achieved elsewhere due to existing parking licences and leases.

Waste management and resource efficiency

CASA purchased less paper in 2024–25 than in 2023–24. This is due to the continuing use of electronic data and storage solutions.

The value of recycling was considerably less in 2024–25 than in 2023–24. This is due to the Canberra office cleanup and relocation that took place in 2023–24. The CASA Sydney office was relocated in February and, whilst a cleanup was conducted, the smaller size of the Sydney office still resulted in savings in recycling.

Emissions reporting

Tables 20 and 21 provide CASA's report on the greenhouse gas emissions arising from its operations in 2024–25, 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 from electricity consumed by electric and plug-in hybrid vehicles have only been reported for electricity directly purchased by CASA and not from domestic hire cars.

Hire car emissions data for 2024–25 has been sourced from third party providers and may be incomplete due to lack of robust data. The quality of data is expected to improve over time as emissions reporting matures.

The emissions total for 2024–25 is 16% less than the total for 2023–24. This can be attributed to the reduction in energy consumption at CASA's offices and a reduction in CO₂-e for both domestic commercial flights and domestic travel accommodation.

Table 20 presents emissions related to electricity usage using the location-based accounting method.

Table 20. Greenhouse gas emissions inventory – location-based method, 2024–25

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.	440.15	43.20	483.35
Natural gas	-	n.a.	-	-
Solid waste	-	n.a.	44.09	44.09
Refrigerants	-	n.a.	n.a.	-
Fleet and other vehicles	30.47	n.a.	7.70	38.17
Domestic commercial flights	n.a.	n.a.	773.30	773.30
Domestic hire car	n.a.	n.a.	18.88	18.88
Domestic travel accommodation	n.a.	n.a.	191.60	191.60
Other energy	-	n.a.	66.23	66.23
Total t CO₂-e	30.47	440.15	1,145.00	1,615.62

t CO₂-e = tonnes carbon dioxide equivalent.

Table 21 presents emissions related to electricity usage using both the location-based and the market-based accounting methods.

Table 21. Greenhouse gas emissions from electricity, 2024–25

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	440.15	43.20	483.35	690,368.00
Market-based electricity emissions	309.78	42.07	351.85	382,443.09
Total renewable electricity consumed	n.a.	n.a.	n.a.	355,218.91
Renewable Power Percentage ^a	n.a.	n.a.	n.a.	125,612.46
Jurisdictional Renewable Power Percentage ^{b,c}	n.a.	n.a.	n.a.	182,312.45
GreenPower ^b	n.a.	n.a.	n.a.	-
Large-scale generation certificates ^b	n.a.	n.a.	n.a.	-
Behind the meter solar ^d	n.a.	n.a.	n.a.	47,294.00
Total renewable electricity produced	n.a.	n.a.	n.a.	47,294.00
Large-scale generation certificates ^b	n.a.	n.a.	n.a.	-
Behind the meter solar ^d	n.a.	n.a.	n.a.	47,294.00

t CO₂-e = tonnes carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

- a. Listed as mandatory renewables in the 2023–24 annual report. The renewable power percentage accounts for the portion of electricity used, from the grid, that falls within the renewable energy target.
- b. Listed as voluntary renewables in the 2023–24 annual report.
- c. The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage.
- d. Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Procurement

CASA's procurement framework is consistent with the Commonwealth Procurement Rules, and is committed to 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 2024–25 was \$2.1 million.



Image: Adobe Stock | Dima

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 \$16,900 (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 2024–25, CASA contracted media, market research, advertising and direct mail organisations for implementation of its *Know Your Drone* and *Your safety is in your hands* aviation safety campaigns. The long-term behavioural change campaigns contribute to achieving aviation safety outcomes aligned with strategic priorities of CASA.

Know Your Drone entered its sixth phase in 2024–25. The campaign targets recreational drone users and was in market from December 2024 until June 2025. It included a range of search, social media, digital display, and online video advertising.

Your safety is in your hands entered its third phase in 2024–25. The campaign was in the market from July 2024 until June 2025. It included print, social media, digital display, and online video advertising.

The *Pack Right. Safe Flight.* campaign was developed to help travellers understand what they can and cannot pack, with the aim of reducing in-flight safety risks and preventing travel disruptions caused by dangerous goods.

Additionally, the campaigns included multimedia production services and direct mail activities throughout 2024–25.

The amounts that CASA paid to media, market research, advertising and direct mail organisations in 2024–25 are detailed in Table 22.

Table 22. Payments to media, advertising, market research and direct mail organisations, 2024–25

Vendor	Amount (\$)
Media organisations	
iSentia Pty Ltd	53,922
Universal McCann	557,693
Subtotal	611,615
Advertising agencies	
Behaviour Change Partners Pty Ltd	35,750
Carbon Media Pty Ltd	87,017
Subtotal	122,767
Market research agencies	
Faster Horses	119,146
Hall & Partners	61,600
Where to Research	107,800
Subtotal	288,546
Direct mail organisations	
Australia Post	84,808
Subtotal	84,808
Total	1,107,736

Note: In accordance with indexation as prescribed in the *Commonwealth Electoral Act 1918*, only payments over \$16,900 (inclusive of GST) are reported. Amounts include GST, where applicable, and are rounded to whole dollars.

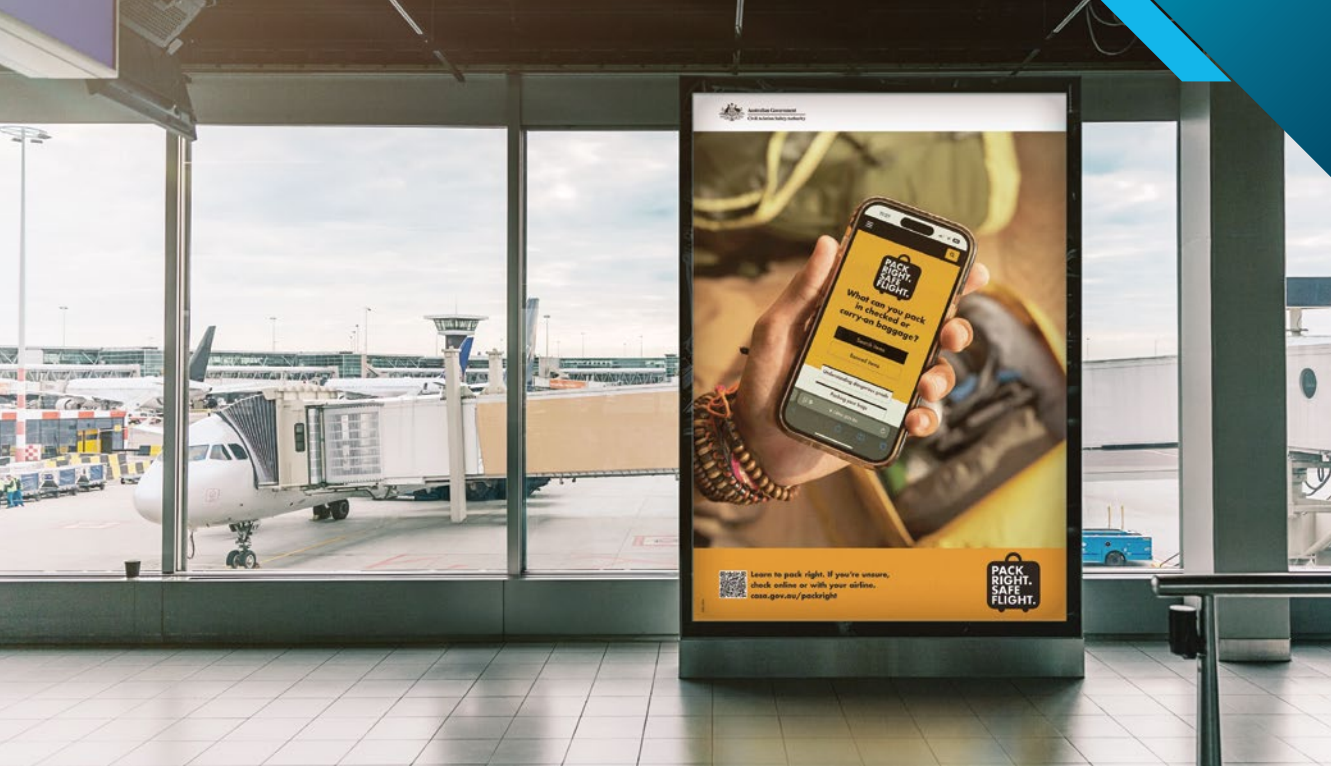


Image: Advertising at an airport for the *Pack Right, Safe Flight*. app

Educating travellers to pack right for a safe flight

Most airline passengers travel with lithium battery powered devices such as phones, laptops, power banks or headphones. These devices are part of everyday life, but they pose risks if not packed properly when flying.

Recent research commissioned by CASA shows that many travellers are unsure about the rules for carrying lithium batteries and other dangerous goods. Only 5% of respondents correctly identified that items such as power banks, spare batteries, and vapes or e-cigarettes must be packed in carry-on baggage, not checked luggage.

The research also revealed that many passengers were overconfident. They assumed that they understood the rules, but they failed to apply the rules correctly in practice. This gap between confidence and knowledge can lead to delays at the airport, confiscation of items, or serious safety incidents during flight.

To tackle this, in March 2025 CASA launched the *Pack Right, Safe Flight*. campaign. The campaign gives passengers simple, consistent advice that is easy to follow and helps them understand what they can and cannot take on board, and how to pack safely.

Pack Right, Safe Flight. covers lithium batteries and other dangerous goods, such as aerosols, power tools and camping gear. The campaign features:

- a new website, including an easy-to-use tool to check whether an item is allowed and how it should be packed (visit casa.gov.au/packright)
- posters, signage and digital materials ready for use by airports and airlines
- simple, practical instructions to cut confusion, reduce delays and make flying safer.

CASA is encouraging all aviation partners to get involved and help travellers pack right for a safe flight.



Image: Maintenance engineer inspecting a rotor mechanism

Tackling the shortage of licensed aircraft maintenance engineers

A strong aircraft maintenance workforce is the backbone of the aviation industry, and many feel the pressure of the ongoing shortage of licensed aircraft maintenance engineers (LAMEs) in Australia. While this issue needs an industry-wide focus, CASA is taking steps to help ease the strain on the maintenance sector and encourage more of these skilled professionals into the field.

In 2023, CASA introduced a modular licensing system under Civil Aviation Safety Regulations 1998 Part 66. The system allows individuals to attain a licence with exclusions and gradually expand their qualifications as they gain experience and pass additional exams.

LAMEs can remove exclusions from their licence category through a maintenance training organisation. CASA is also exploring another option – a self-study and examination pathway – to give LAMEs flexibility to choose the approach that suits them best. We expect this to particularly benefit LAMEs in regional and remote areas where accessing training organisations is more challenging and often requires significant time away from work.

CASA has also cut down the stand-down times for resitting failed theory exams. If an aspiring aircraft maintenance engineer does not pass on their first attempt, rather than waiting 90 days, they can quickly resit the failed exam to get back on track and move forward. If the second attempt is not successful, a stand-down of 30 days to allow for revision is required, reduced from 90 days.

Helping streamline how qualified aircraft maintenance engineers from other countries obtain equivalent qualifications in Australia is another area of CASA's focus. During May and June 2025, CASA ran a 4-week consultation on streamlining the process for issuing Australian LAME licences to those with equivalent qualifications from other countries that already meet Australian standards.

CASA has also kicked off work to improve licence transition pathways for those holding Defence authorisations.



6

Part 6 – Financial statements

This part of the report provides the entirety of CASA's financial statements, audit opinion and explanatory notes for 2024–25.

In this part:

• Independent auditor's report	122
• Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and 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 2025:

- (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 2025 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 2025 and for the year then ended:

- Statement by the Chair of the Board, Chief Executive Officer and Director of Aviation Safety and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising a summary of significant accounting policies and other explanatory information.

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office



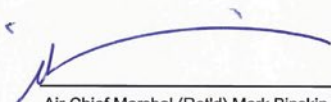
Summer Wesche
Senior Director
Delegate of the Auditor-General
Canberra
21 August 2025

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

In our opinion, the attached financial statements for the period ended 30 June 2025 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.



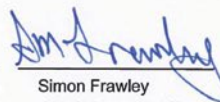
Air Chief Marshal (Ret'd) Mark Binskin AC
Chair of the Board

20 August 2025



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

20 August 2025



Simon Frawley
Chief Financial Officer

20 August 2025

Statement of Comprehensive Income

For the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	2025 Original Budget \$'000
NET COST OF SERVICES				
EXPENSES				
Employee benefits	1.1A	147,589	142,793	148,675
Suppliers	1.1B	53,135	61,890	43,991
Depreciation and amortisation	2.2A	18,933	20,212	22,868
Finance costs	1.1C	2,004	1,008	1,904
Write-down and impairment of other assets	2.2A	79	25	-
Loss on asset disposals	2.2A	22	1,147	-
TOTAL EXPENSES		221,762	227,075	217,438
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Revenue from contracts with customers	1.2A	13,467	13,422	12,500
Interest	1.2B	7,285	5,701	3,880
Other revenue	1.2C	826	831	1,000
Total own-source revenue		21,578	19,954	17,380
Gains				
Other gains		57	-	-
Total gains		57	-	-
TOTAL OWN-SOURCE INCOME		21,635	19,954	17,380
NET COST OF SERVICES		(200,127)	(207,121)	(200,058)
Revenue from government				
Revenue from government	1.3A	41,494	107,602	41,494
Aviation fuel excise	1.3A	131,915	125,833	128,000
Registration levies	1.3A	837	702	1,000
Total Revenue from Government		174,246	234,137	170,494
SURPLUS/(DEFICIT) ON CONTINUING OPERATIONS		(25,881)	27,016	(29,564)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net costs of services				
Changes in asset revaluation reserve	2.2A	335	(52)	-
TOTAL COMPREHENSIVE INCOME/(LOSS)		(25,546)	26,964	(29,564)

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 Authority's (CASA's) 2024–25 Portfolio Budget Statements.

Statement of Financial Position

As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	2025 Original Budget \$'000
ASSETS				
Financial assets				
Cash, cash equivalents and investments	2.1A,B	117,729	136,508	93,766
Trade and other receivables	2.1C	1,241	3,652	1,618
Accrued revenue	2.1D	1,847	2,127	1,246
Total financial assets		120,817	142,287	96,630
Non-financial assets¹				
Buildings	2.2A	58,100	59,348	50,434
Property, plant and equipment	2.2A	6,974	5,385	18,176
Intangibles	2.2A	34,181	36,827	35,392
Prepayments		4,043	3,063	2,146
Total non-financial assets		103,298	104,623	106,148
TOTAL ASSETS		224,115	246,910	202,778
LIABILITIES				
Payables				
Suppliers	2.3A	3,482	5,363	4,782
Other payables	2.3B	5,561	4,389	1,476
Total payables		9,043	9,752	6,258
Interest bearing liabilities				
Leases	2.4A	62,763	61,618	52,847
Total interest bearing liabilities		62,763	61,618	52,847
Provisions				
Employee provisions	2.5A	44,646	42,282	41,794
Other provisions	2.5B	-	49	47
Total provisions		44,646	42,331	41,841
TOTAL LIABILITIES		116,452	113,701	100,946
NET ASSETS		107,663	133,209	101,832
EQUITY				
Contributed equity		3,295	3,295	3,295
Asset revaluation reserve		10,905	10,570	10,622
Retained surplus		93,463	119,344	87,915
TOTAL EQUITY		107,663	133,209	101,832

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

Original budget figures are those published in CASA's 2024–25 Portfolio Budget Statements.

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

Statement of Changes in Equity

For the period ended 30 June 2025

	Retained earnings		Asset Revaluation Reserve		Contributed equity/ capital		Total equity	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Opening balance	119,344	92,328	10,570	10,622	3,295	3,295	133,209	106,245
Comprehensive income								
Other comprehensive income	-	-	335	(52)	-	-	335	(52)
Surplus/ (Deficit) for the period	(25,881)	27,016	-	-	-	-	(25,881)	27,016
Total comprehensive income	(25,881)	27,016	335	(52)	-	-	(25,546)	26,964
Closing balance as at 30 June	93,463	119,344	10,905	10,570	3,295	3,295	107,663	133,209
Original budget	87,915		10,622		3,295		101,832	

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

Original budget figures are those published in CASA's 2024–25 Portfolio Budget Statements.

Cash Flow Statement

For the period ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	2025 Original Budget \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from government		41,768	107,977	41,494
Aviation fuel excise		133,491	125,664	131,004
Registration levies		1,028	485	1,000
Sale of goods and rendering of services		14,776	14,036	14,787
Interest		7,589	4,803	4,172
Net GST received		6,761	6,890	4,484
Total cash received		205,413	259,855	196,941
Cash used				
Employees		144,318	141,596	151,818
Suppliers		61,674	70,142	50,345
Interest payments on lease liabilities		2,004	1,006	1,904
Total cash used		207,996	212,744	204,067
Net cash received (used) from operating activities	6	(2,583)	47,111	(7,126)
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		10,421	7,739	9,066
Total cash used		10,421	7,739	9,066
Net cash (used) by investing activities		(10,421)	(7,331)	(9,066)
FINANCING ACTIVITIES				
Cash used				
Principal payments of lease liabilities		5,775	7,100	7,748
Total cash used		5,775	7,100	7,748
Net cash (used) by financing activities		(5,775)	(7,100)	(7,748)
Net increase/(decrease) in cash held		(18,779)	32,680	(23,940)
Cash and cash equivalents at the beginning of the reporting period		136,508	103,828	117,706
Cash and cash equivalents at the end of the reporting period		117,729	136,508	93,766

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 2024–25 Portfolio Budget Statements and have been adjusted to be consistent with the financial statement's classifications.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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Overview

Objective of the Civil Aviation Safety Authority (CASA)

The Civil Aviation Safety Authority (CASA) is an Australian Government controlled, not-for-profit, entity. The objective of CASA is to establish a regulatory framework for maintaining, enhancing and promoting the safety of civil aviation, with particular emphasis on preventing aviation accidents and incidents.

With the registered office located at 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

Adoption of New Australian Accounting Standard Requirements

CASA has determined that no accounting standard changes will have an impact on its financial statements this year. Two key changes, which would have had an impact on CASA statements, were early adopted in a previous year:

- AASB 2020-1 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-Current
- 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).

CASA is aware of one future accounting standard change that was not early adopted and will 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	AASB 18 will replace AASB 101 Presentation of Financial Statements. As a result, the requirements in AASB 101 will be: (a) replaced by new requirements in AASB 18; (b) transferred to AASB 18 with only limited wording changes; or (c) moved to AASB 108 Basis of Preparation of Financial Statements or AASB 7 Financial Instruments: Disclosures. AASB 18 applies for non-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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.

Prior period error and correction

During the year CASA has changed what is presented in Note 5 Regulatory Charging Summary to ensure it aligned with the requirements of the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*. Further details of this change can be found in Note 5.

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

	2025 \$'000	2024 \$'000
Note 1.1: Expenses		
Note 1.1A: Employee benefits		
Wages and salaries	112,493	107,481
Superannuation		
Defined contribution plans	15,859	14,535
Defined benefit plans	4,255	5,772
Leave and other entitlements	13,900	13,982
Separation and redundancies	595	421
Other employee benefits	487	602
Total employee benefits	147,589	142,793

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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Note 1.1B: Suppliers		
Goods and services		
Consultancies and service contracts	20,429	24,287
Information technology and telephone charges	14,248	16,063
Insurance	965	958
Media, publications and subscriptions	1,809	2,656
Office supplies, photocopying and printing	522	398
Postage, freight and storage	431	503
Property operating costs	1,344	1,454
Recruitment	212	305
Travel and transport	7,436	8,247
Training costs	1,750	2,318
Legal costs	811	724
Financial assistance	885	919
Audit fees	84	81
Other	174	365
Total goods and services	51,100	59,278
Goods supplied	690	1,376
Services rendered	50,410	57,902
Total goods and services	51,100	59,278
Other suppliers		
Workers compensation expenses	642	1,268
Lease outgoings	1,300	1,284
Short-term and variable leases	93	60
Total other suppliers	2,035	2,612
Total Suppliers	53,135	61,890

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.

Note 1.1C: Finance costs

Interest on lease liabilities	2,003	1,006
Unwinding of discount	1	2
Total Finance Costs	2,004	1,008

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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
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>	13,159	12,964
Sales of forms and documents	306	417
Other revenue with customers	2	41
Total revenue from contracts with customers	13,467	13,422
Disaggregation of revenue from contracts with customers		
Type of customer		
Australian Government entities (related parties)	313	199
State and Territory Governments	14	20
Non-government entities	13,140	13,203
	13,467	13,422
Revenue recognised at a point in time		
Revenue recognised immediately	12,173	11,827
Revenue recognised at time of completion	1,294	1,595
	13,467	13,422

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:

- recognise revenue immediately for licensing and aircraft registration, and items with 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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Note 1.2B: Interest		
Cash at bank and deposits at call	576	785
Investments – term deposits	6,709	4,916
Total interest	7,285	5,701
Refer to Note 4.3 Financial Instruments for detailed accounting policy.		
Note 1.2C: Other revenue		
Administrative fines	123	117
Indo-Pacific Countries Transport Safety Assistance Programs	274	375
Other sundry revenue	429	339
Total other revenue	826	831

Accounting Policy

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

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Note 1.3: Revenue from Government		
Note 1.3A: Revenue from Government		
Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts:		
Administered payment to CASA as a PGPA Act Corporate Commonwealth entity		
	41,494	107,602
<i>Aviation Fuel Revenues (Special Appropriation) Act 1988</i>	131,915	125,833
Uncrewed Aircraft Levy (<i>Civil Aviation Act 1988 section 46A(4)</i>)	837	702
Total revenue from Government	174,246	234,137

Accounting Policy

Revenue from Government

Funding received or receivable from the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts (ITRDCSA), including departmental appropriations, aviation fuel excise and unmanned aircraft levy, (appropriated to ITRDCSA 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 ITRDCSA. 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 ITRDCSA 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 ITRDCSA and paid to CASA in accordance with the *Civil Aviation Act 1988*. The levy is recognised as CASA's revenue at initial receipt as it's a retainable receipt by nature.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 2: Financial Position

	2025 \$'000	2024 \$'000
Note 2.1: Financial Assets		
Note 2.1A: Cash and cash equivalents		
Cash at bank and deposits at call	14,229	19,008
Total cash and cash equivalents	14,229	19,008
Note 2.1B: Investments		
Investments	103,500	117,500
Total investments	103,500	117,500
Total cash, cash equivalents and investments	117,729	136,508

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 drawdowns 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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Note 2.1C: Trade and other receivables		
Goods and services receivables		
Goods and services receivables	183	441
Total goods and services receivables	183	441
Receivable from government		
Receivable from Department of Infrastructure, Transport, Regional Development, Communications Sports and the Arts (ITRDCSA):		
Aviation fuel excise	361	1,937
Uncrewed aircraft levy	42	233
Total receivable from government	403	2,170
Other receivables		
Net GST receivable	603	865
Other Receivables	52	176
Total other receivables	655	1,041
Total trade and other receivables	1,241	3,652

Credit terms for good and services were a maximum of 30 days (2023-24 30 days).

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 ITRDCSA 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	1,604	1,908
Other income	243	219
Total accrued revenue	1,847	2,127

Refer to the accounting policy in Note 1.3A.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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 2024			
Gross book value	82,624	2,331	10
Accumulated depreciation/amortisation	(23,276)	(91)	-
Total as at 1 July 2024	59,348	2,240	10
Additions:			
By purchase	-	-	2,765
Transfers	-	-	(7)
Right-of-use assets	6,886	-	-
Revaluations and impairments recognised in other comprehensive income:			
Gross Value - revaluation	-	(429)	-
Accumulated depreciation	-	431	-
Disposals:			
Gross value of disposals	(5,173)	(146)	-
Accumulated depreciation on disposals	5,173	146	-
Write-down of assets:			
Gross value	-	-	-
Accumulated depreciation on disposals	-	-	-
Depreciation expense	-	(486)	-
Depreciation on right-of-use assets	(8,134)	-	-
Total as at 30 June 2025	58,100	1,756	2,768
Total as at 30 June 2025 represented by:			
Gross book value	84,337	1,756	2,768
Accumulated depreciation/amortisation	(26,237)	-	-
Total as at 30 June 2025 represented by:	58,100	1,756	2,768
Total of class including work in progress as at 30 June 2025	58,100		
Carrying amount of right-of-use assets as at 30 June 2025	58,100		

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	
3,881	379	76,849	5,922	171,996
(1,125)	-	(45,944)	-	(70,436)
2,756	379	30,905	5,922	101,560
-	277	-	6,432	9,474
643	(636)	6,548	(6,548)	-
34	-	-	-	6,920
(997)	-	-	-	(1,426)
1,330	-	-	-	1,761
(351)	-	-	-	(5,670)
329	-	-	-	5,648
-	-	(284)	-	(284)
-	-	205	-	205
(1,190)	-	(8,999)	-	(10,675)
(124)	-	-	-	(8,258)
2,430	20	28,375	5,806	99,255
3,210	20	83,113	5,806	181,010
(780)	-	(54,738)	-	(81,755)
2,430	20	28,375	5,806	99,255
6,974		34,181		99,255
14		-		58,114

Revaluations of non-financial assets and intangible assets (continued)

The carrying value for the Property, Plant and Equipment was assessed by the independent valuer as materially at fair value as of 30 June 2025. Valuation methods include market value and cost approach. Further details are disclosed in the accounting policy.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value. 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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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.

All leasehold improvements and Plant and equipment were revalued at 30 June 2025.

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	2025	2024
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 held at cost, including intangibles and ROU assets, were assessed for impairment as at 30 June 2025. 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 (2024: 3 to 20 years).

All software assets were assessed for indications of impairment as at 30 June 2025.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025	2024
	\$'000	\$'000

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
Total Contractual commitments for the acquisition of plant, equipment and intangible assets	-	107

In 2024, 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	3,482	5,363
Total suppliers	3,482	5,363

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	3,656	3,004
Superannuation	625	509
Unearned revenue	1,272	870
Other payables	8	6
Total other payables	5,561	4,389

Accounting Policy

Superannuation

The liability for superannuation recognised as at 30 June 2025 represents outstanding contributions for the final pay days remaining in 2024-25.

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 2025.

During the reporting period CASA recognised \$597,996 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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
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Note 2.4: Interest Bearing Liabilities

Note 2.4A: Leases

Lease liabilities - Building leases	62,748	61,506
Lease liabilities - Motor Vehicles	15	112
Total leases	62,763	61,618

Total cash outflow for leases for the period ended 30 June 2025 was \$8,046,331 (2024: \$8,105,330).

Maturity analysis - contractual undiscounted cash flows

Within 1 year	8,767	7,735
Between 1 to 5 years	34,213	31,721
More than 5 years	31,783	35,002
Total leases	74,763	74,458

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 5 year term. Fixed yearly rent increments or scheduled market rent review are usually included in the lease contracts.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B and 1.1C.

Accounting Policy

For all new contracts entered into, CASA considers whether the contract is, or contains a lease. A lease is defined as ‘a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration’.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the 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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

	2025 \$'000	2024 \$'000
Note 2.5: Provisions		
Note 2.5A: Employee provisions		
Separations and redundancies	588	72
Leave	37,923	36,321
Ancillary costs on leave provisions	6,135	5,889
Total employee provisions	44,646	42,282
Note 2.5B: Other provisions		
Provision for makegood	-	49
Total other provisions	-	49
	Provision for makegood \$'000	
As at 1 July 2024	49	
Revaluations	-	
Unwinding of discounted amount	1	
Amount reversed	(50)	
Total as at 30 June 2025	-	

CASA currently has no agreement for the leasing of premises with clauses requiring CASA to restore the premises to its original condition at the conclusion of the lease. Previously CASA had one lease which contained a provision. The premises was vacated during the year and no restoration work was required.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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 2025 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 cash reserves.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 3: People and Relationships

Note 3.1: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning directing and controlling the activities of CASA, directly or indirectly, including Board of Directors. CASA has determined the key management personnel to be the Portfolio Minister, the Board Directors, and the Executive Committee members. Key management personnel remuneration is reported in the table below:

	2025 \$'000	2024 \$'000
Short-term employee benefits		
Salary	3,047	3,093
Annual leave accrued	198	259
Other benefits and allowances	53	9
Total short-term employee benefits	3,298	3,361
Post-employment benefits		
Superannuation	483	480
Total post-employment benefits	483	480
Other long-term employee benefits		
Long-service leave accrued	163	156
Total other long-term employee benefits	163	156
Termination benefits	-	55
Total key management personnel remuneration	3,944	4,052

The total number of key management personnel that are included in the above table are 14 (2024:20) individuals. CASA includes several employees who were acting for a period of greater than 90 days (accumulative) 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.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 3.2: Related Party Disclosures

Related party relationships

CASA is an Australian Government controlled entity. Related parties to CASA are Key Management Personnel including the Portfolio Minister, the Board Directors, and the Executive Committee members, as well as other Australian Government entities.

Transactions with related parties

Given the breadth of Government activities, related parties may transact with the Government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- CASA transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions, including the payment of workers compensation, insurance premiums, and some services charges. There are no other significant transactions with related parties that require disclosure.
- CASA makes employer contributions to Australian Government superannuation plans and schemes as disclosed in Note 1.1A Employee Benefits.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by CASA, it has been determined that there are no related party transactions to be separately disclosed.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 4: Managing Uncertainties

Note 4.1: Contingent Assets and Liabilities

	Claims for damages or costs	
	2025 \$'000	2024 \$'000
Contingent assets		
Balance from previous period	3,300	6,086
New contingent assets recognised	-	-
Re-measured	(2,000)	(2,786)
Obligations expired	(1,300)	-
Total contingent assets	-	3,300
Contingent liabilities		
Balance from previous period	3,474	6,300
New contingent liabilities recognised	39	94
Liabilities realised	(51)	(59)
Re-measured	(2,076)	(2,786)
Obligations expired	(1,316)	(75)
Total contingent liabilities	70	3,474
Net contingent liabilities	(70)	(174)

Quantifiable contingencies

CASA was a defendant in two legal actions from the prior year involving claims for damages related to personal injury and destruction of property arising from aircraft accidents. Based on latest advice, the likelihood of a liability occurring in relation to these matters is now considered remote. No new claims are currently known or expected for the 2024–25 reporting period. The combined potential value of the damages claimed in these matters is now assessed \$0.00, as they are considered remote (2024: \$3,300,000). If any liability were to arise, CASA reasonably expects the full amount would be covered by our insurance provider.

The schedule of contingencies also contains ‘other’ liabilities of \$69,532 (2024: \$173,598). 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 2025, CASA is not named as a defendant for damages relating to personal injury or loss of life, where it cannot quantify the value, and where it does not consider the chance of damages being awarded as remote. CASA is named in 4 cases where it considers the risk of damages being awarded as remote (2024: 3). It is deemed not possible to estimate the amount of any eventual payment that may be required in relation to any claim. CASA has denied liability and is defending the claim, however, if unsuccessful, CASA reasonably expects the full amount would be covered by CASA’s insurance provider.

Accounting Policy

Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 4.2: Fair Value Measurements

	2025 \$'000	2024 \$'000
ASSETS		
Assets at fair value		
Non-financial assets		
Property, plant and equipment	6,940	4,902
Total non-financial assets at fair value	6,940	4,902
Total assets at fair value	6,940	4,902
Assets where carrying amount approximates fair value		
Financial assets		
Cash, cash equivalents and investments	117,729	136,508
Trade and other receivables	1,241	3,652
Accrued revenue	1,847	2,127
Total financial assets where carrying value approximates fair value	120,817	142,287
Assets carried at cost		
Non-financial assets		
Buildings - right-of-use assets	58,100	59,348
Property, plant and equipment - Work in Progress	20	379
Property, plant and equipment - right-of-use assets	14	104
Intangibles	34,181	36,827
Prepayments	4,043	3,063
Total non-financial assets carried at cost	96,358	99,721
Total assets in the statement of financial position	224,115	246,910
LIABILITIES		
Liabilities where carrying value approximates fair value		
Payables		
Suppliers	3,482	5,363
Lease Liabilities	62,763	61,618
Other payables	5,561	4,389
Total payables	71,806	71,370
Provisions		
Employee provisions	44,646	42,282
Other provisions	-	49
Total provisions	44,646	42,331
Total liabilities where carrying value approximates fair value	116,452	113,701
Total liabilities in the statement of financial position	116,452	113,701

Accounting Policy**Fair Value measurement**

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

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 4.3: Financial Instruments

CASA's only financial liabilities are supplier payables. These are measured at amortised cost.

Note 4.3A: Categories of financial instruments

	2025 \$'000	2024 \$'000
Financial assets at amortised cost		
Cash at bank and deposits at call	14,229	19,008
Investments	103,500	117,500
Trade receivables	183	441
Accrued interest	1,604	1,908
Total financial assets at amortised cost	119,516	138,857
Total financial instruments classified as financial assets	119,516	138,857

Note 4.3B: Net gains or losses on financial assets

Financial assets at amortised cost		
Interest revenue	576	785
Interest on Investments	6,709	4,916
Net gains on financial assets at amortised cost	7,285	5,701
Net gains on financial assets	7,285	5,701

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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 2023-24 and 2024-25 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 2023-24 and 2024-25 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).

Notes to and forming part of the financial statements

For the period ended 30 June 2025

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

	2025 \$'000	2024 \$'000
Assets expected to be recovered in		
No more than 12 months		
Cash and cash equivalents	14,229	19,008
Investments	103,500	117,500
Trade and other receivables	1,241	3,652
Accrued revenue	1,847	2,127
Prepayments	3,239	2,850
Total no more than 12 months	124,056	145,137
More than 12 months		
Buildings	58,100	59,348
Property, plant and equipment	6,974	5,385
Intangibles	34,181	36,827
Prepayments	804	213
Total more than 12 months	100,059	101,773
Total assets	224,115	246,910
Liabilities expected to be settled in		
No more than 12 months		
Suppliers	3,482	5,363
Other payables	5,561	4,389
Lease liabilities	7,014	5,835
Employee provisions	15,540	14,576
Other provisions	-	49
Total no more than 12 months	31,597	30,212
More than 12 months		
Lease liabilities	55,749	55,783
Employee provisions	29,106	27,706
Other provisions	-	-
Total more than 12 months	84,855	83,489
Total liabilities	116,452	113,701

Note 5: Regulatory Charging Summary

	2025 \$'000	2024 \$'000
Amounts applied		
Special Appropriation	837	702
Total expenses	837	702
Expenses		
Departmental	82,420	88,446
Total expenses	82,420	88,446
Revenue		
Departmental	13,282	13,081
Total revenue	13,282	13,081

Regulatory charging activities:

CASA provides regulatory services to the aviation industry. Aviation operators apply to CASA for licenses and permissions, CASA then assesses the applications and either approves or rejects them. Civil Aviation (Fees) Regulations 1995 enables fees to be prescribed in regulation. CASA charges customers at either a fixed fee or an hourly rate, that is the actual time spent by a proficient officer to complete the job.

Fees for regulatory services are detailed in the *Civil Aviation (Fees) Regulations Act 1995*.

The special appropriation included in the above note are Remote Pilot Aircraft System levies, charged to relevant stakeholders and returned to CASA as special appropriation.

CASA does not fully cost recover the regulatory charging activities. These are supplemented through other funding sources.

Prior period error and correction:

During the year CASA identified that it was previously classifying all expenses as regulatory charging activities. It was determined that this was not in alignment with the Financial Reporting Rules issued under Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR). The above comparative figures have been restated to correctly disclose the regulatory revenue and associated expenses.

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 6: Cash Flow Reconciliation

	2025 \$'000	2024 \$'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	(200,127)	(207,121)
Add: Revenue from government	41,494	107,602
Add: Aviation fuel excise	131,915	125,833
Add: Registration levies	837	702
Add: GST on purchases of capital items	947	-
<i>Adjustments for non-cash items</i>		
Depreciation and amortisation	18,933	20,212
Net write down of non-financial assets	79	25
(Gains) / losses on disposal of assets	22	1,147
<i>Changes in assets / liabilities</i>		
(Increase) / decrease in net receivables	2,411	(450)
(Increase) / decrease in accrued revenue	280	(834)
(Increase) / decrease in prepayments	(980)	(643)
Increase / (decrease) in employee provisions	2,364	1,249
Increase / (decrease) in supplier payables	(1,881)	(373)
Increase / (decrease) in other provisions	(49)	2
Increase / (decrease) in other payables	1,172	(240)
Net cash from operating activities	(2,583)	47,111

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Note 7: Explanation of Major Budgetary Variances

Explanations of major variances	Variance to budget (\$'000)	Affected statements and line items
CASA maintained higher cash balances throughout the financial year than originally budgeted. This resulted in higher interest payments being received, more than offsetting any reduction in interest rates.	3,405	Statement of Comprehensive Income: • Own source revenue – Interest
	3,417	Statement of Cash Flow – Operating Activities: • Cash received – Interest
CASA has continued over the past two financial years to undertake a review of the likely replacement date of software packages and assets. This has indicated that a number have a longer useful life than expected. Additionally CASA has undertaken less asset purchases over the past two financial years associated with leasehold fit out, which was budgeted to be purchased by CASA (and depreciated as CASA assets). Instead these have been purchased by the building owner.	3,935	Statement of Comprehensive Income: • Expenses – Depreciation and amortisation
The budget had a conservative estimate for supplier expenses. CASA expanded its non-capital projects and work to ensure efficient and effective delivery of services. In addition CASA has had a staff shortage which was supplemented through use of temporary staff and contractors. CASA also made a concerted effort at reducing its accounts payable at the end of financial year, causing cash used to be higher than budgeted.	9,144	Statement of Comprehensive Income: • Expenses – Suppliers
	11,329	Statement of Cash Flow – Operating Activities: • Cash used – Suppliers
GST received reflects the amount spent on suppliers and asset purchases that occurred during the year, which were higher than budgeted. The budget also assumed more suppliers and assets would be GST free than what occurred.	2,277	Statement of Cash Flow – Operating Activities: • Cash received – Net GST received
During the year CASA signed a new lease for Sydney office. This resulted in higher lease liability and right of use assets.	7,666	Statement of Financial Position – Assets: • Assets – Buildings
	9,916	Statement of Financial Position – Assets: • Liabilities – Leases
The budget assumed that CASA would retain ownership of its lease fit outs. CASA's newer leases instead incorporate lease fit outs being provided at the owners cost, with the building owner retaining ownership. Therefore CASA has reduced its asset base significantly.	11,202	Statement of Financial Position – Assets: • Assets – Property, Plant and Equipment

Notes to and forming part of the financial statements

For the period ended 30 June 2025

Explanations of major variances	Variance to budget (\$'000)	Affected statements and line items
CASA currently is awaiting confirmation from its Sydney landlord regarding the transfer of the lease fit out of the new Sydney office. Currently these are classified as CASA assets however if the landlord approves of the work undertaken they are to be owned and managed by the landlord.	1,355	Statement of Cash Flow – Investing Activities: • Cash received – Purchase of property, plant and equipment and intangibles
Due to the timing of when CASA produced its PBS, it was assumed that the opening cash balance would be significantly lower than the \$136.5m that occurred. Additionally CASA received an extra \$8.0m this financial year than budgeted due to increased fuel excise and interest revenue. Only approximately half of this additional revenue was required to be spent.	23,963	Statement of Financial Position: • Assets – Financial Assets – Cash, cash equivalents and investments
CASA has prepaid a number of software and IT licence agreements which were budgeted to be paid in the year the services are due to be provided.	1,897	Statement of Financial Position: • Assets – Non-financial Assets – Prepayments
CASA has undertaken an effort to ensure prompt payment of all invoices. This has resulted in a reduction in supplier payables this financial year compared to budget expectations.	1,300	Statement of Financial Position: • Liabilities – Payables – Suppliers
The budget was prepared assuming a payroll would be processed just before 30 June 2025, however the payroll period closed 7 work days prior to what was budgeted. This resulted in a larger amount of salary and superannuation being payable to employees at year end.	4,085	Statement of Financial Position: • Liabilities – Payables – Other Payables
There was lower lease expenditure during the year as CASA received unbudgeted lease incentives for Canberra headquarters due to lower lease fit-out costs. Additionally CASA was awaiting receipt of the Sydney lease agreement prior to making payments.	1,973	Statement of Cash Flow – Financing Activities: • Cash used – Principal payments of lease liabilities

Variance explanations are included for significant variances over one million dollars and also exceeding 10% of the original budget.



Image: May Bradford. Source: Mitchell Library, State Library of New South Wales

Steering towards information management excellence

CASA's information management maturity is steadily improving, driven by targeted policy updates, digitisation projects, and a cultural shift towards valuing information as a strategic asset.

The results of the National Archives of Australia's annual survey of information management maturity demonstrate CASA's rapid progress. In 2022, CASA recorded a baseline maturity score of 2.83 out of 5, across 6 key components – indicating largely informal policies and practices. By 2024, that score had risen to 3.54, with 3 components achieving a maturity level of 4 out of 5.

In just 2 years, CASA established consistent, documented and approved processes, with clear evidence that the practices are embedded in daily operations. This significant improvement was the result of a sustained, enterprise-wide effort to transform how CASA governs, stores and uses its information.

CASA continues to build on this strong foundation by promoting best practices, refining systems and policies, improving metadata to support interoperability, and advancing digitisation.

These enhancements do more than ensure compliance: they transform how information is created, accessed and preserved, enabling informed decision-making and uncovering invaluable stories.

Through digitisation and improved records management, CASA not only safeguards knowledge but also uncovers invaluable stories of Australian aviation, such as those of:

- the 1962 disappearance of pilot Jim Knight, whose crashed plane bore the diary of his final days etched on its fuselage
- the pioneering experiences of May Bradford, 1930s aviator and engineer, who was one of the first women to hold both pilot and mechanic licences
- a do-it-yourself plane cobbled from a Pawnee frame, a Range Rover engine and a Volkswagen axle, which allegedly flew and even 'taxied' on roads.

Such stories illustrate CASA's role as custodian of aviation history, and how valuing, managing and preserving information assets can connect Australians to their heritage, honour trailblazers, and safeguard aviation lore.



Enhancing regulatory understanding through plain English guides

CASA's plain English guides continue to evolve as a key resource supporting regulatory understanding and compliance with legislation in the aviation industry.

The guides bring together regulations, advisory material and standards into single, cohesive, user-friendly documents. They demystify aviation regulations, without diluting the intent or integrity of the law, and save people in the aviation community from having to search through multiple sources to find what they need.

The guides are carefully structured into logically presented chapters that align with operational practices, and written in clear, positive language that focuses on explanations and practical application.

CASR Part 61 Guide for aeroplane category flight crew licensing was published in July 2024 and saw 949 downloads in its first 6 months of publication. CASA noted a 20% reduction in regulatory guidance enquiries regarding Part 61 aeroplane flight crew licensing in those 6 months, compared to the 6 months prior. This indicates that users can independently find what they want and understand what they find.

Three new guides were published in 2024–25:

- *CASR Part 61 Guide for aeroplane category flight crew licensing*
- *CASR Part 61 Guide for helicopter category flight crew licensing*
- *CASR Part 105 Guide for parachuting from aircraft.*

The new guides join 4 others, which cover balloon operations, fatigue management, micro and excluded drones, and the general operating and flight rules.

Work progressed on guides for CASR Part 133 (air transport operations for rotorcraft) and Part 135 (air transport operations for smaller aeroplanes). These will offer guidance in areas such as safety management, operations and administration, and provide clarity on organisational-level responsibilities.

The plain English guides support safe aviation operations through clarity, accessibility and education, and form part of CASA's commitment to making aviation safety regulations more accessible, easier to apply and better understood across industry.



Part 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 **162**
- Appendix B: Management and accountability statistics **178**
- Appendix C: Annual report requirements **192**

Appendix A: Operating statistics

Flight operations

Table A.1 Air operator certificates, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	21	25	22
Subsequent issue	239	148	59
Variation	329	419	409
Total	589	592	490
Current certificates at 30 June ^a	664	633	624

a. 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, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	27	24	15
Subsequent issue	51	59	20
Variation	115	164	149
Total	193	247	184
Current certificates at 30 June	391	509	544

Note: Figures do not include applications and certificates for Civil Aviation Safety Regulations 1998 Part 137 (Aerial application operations).

Table A.3 Remotely piloted aircraft operator certificates, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	419	448	556
Subsequent issue ^a	878	1,057	1,198
Variation	156	286	390
Total	1,453^b	1,791	2,144
Current certificates at 30 June	2,596	2,765	3,011

a. Figures include applications received and processed manually and online via myCASA.

b. The 2023–24 annual report incorrectly showed this total as 1,409.

Table A.4 Remote pilot licences, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	4,694	4,585	4,655
Current licences at 30 June	30,403	35,002	39,653

Flight personnel

Table A.5 Flight crew licences, 2022–23 to 2024–25

Aircraft type	Licence type	2022–23		2023–24		2024–25	
		Initial issue	Current	Initial issue	Current	Initial issue	Current
Aeroplane	Pilot^a						
	Air transport	219 ^b	6,836	276 ^b	6,991	239	6,932
	Commercial	1,129 ^b	5,713	1,063 ^b	6,065	1,292	6,379
	Commercial (CASA EX28/23) ^c	0	4,718	0	4,245	0	4,433
	Private	1,009 ^b	7,793	1,212 ^b	7,821	1,121	7,317
	Recreational	1,053 ^b	3,032	991 ^b	2,984	1,017	2,822
	Total aeroplane pilots	3,410^b	28,092	3,542^b	28,106	3,669	27,883
Helicopter	Air transport	24 ^b	681	25 ^b	694	35	698
	Commercial	250 ^b	2,026	242 ^b	2,058	254	2,085
	Commercial (CASA EX28/23) ^c	0	894	0	922	0	956
	Private	139	948	138 ^b	979	104	974
	Recreational	8 ^b	25	2	27	2	20
	Total helicopter pilots	421^b	4,574	407^b	4,680	395	4,733
Other	Commercial – other ^d	1	93	2	93	6	90
	Commercial (CASA EX28/23) ^c	0	1	0	2	0	2
	Private – gyroplane	0	2	0	2	0	2
	Recreational	0	0	1	1	0	1
	Total other pilots	1	96	3	98	6	95
Glider	Total glider pilots	18	62	15	66	8	67
All	Total pilots^e	3,097^f	30,853^g	3,735	30,981	3,764	30,854
	Flight engineer						
	Total flight engineers	0	25	1	25	0	21

- 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.
- Figures for 'Initial issue' for 2022–23 and 2023–24 have been adjusted to exclude holders of a certificate of validation based on foreign civil qualifications with no CASR Part 61 conversion. This ensures that the table accurately reflects the population of holders of flight crew licences issued by CASA.
- 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.
- Includes balloons and airships.
- 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.
- The 2022–23 annual report incorrectly showed this total as 3,951.
- The 2022–23 annual report incorrectly showed this total as 32,849.

Table A.6 Flight crew licensing examinations, 2022–23 to 2024–25

Type of licence	2022–23		2023–24		2024–25	
	No. sat	% passed	No. sat	% passed	No. sat	% passed
Air transport pilot	4,821	70	6,153	72	7,084	71
Commercial pilot	13,358	69	14,754	71	16,184	70
Private pilot	1,941	64	1,890	66	1,784	65
Recreational pilot	1,714	54	1,744	54	1,554	59
Total	21,834	67	24,541	70	26,606	69

Table A.7 Medical certificates, 2022–23 to 2024–25

Type of certificate	2022–23			2023–24			2024–25		
	Initial	Renewal	Refusal	Initial	Renewal	Refusal	Initial	Renewal	Refusal
Class 1	1,978	16,969	33	2,377	17,282	52	2,310	17,730	55
Class 2	3,926	21,746	64	4,265	21,565	90	3,817	21,672	101
Basic Class 2 ^a	806	502	n.a.	484	460	n.a.	379	442	n.a.
Class 3	108	621	3	127	558	2	179	630	5
Class 5 ^{a,b}	0	0	n.a.	516	0	n.a.	1,123	39	n.a.
Total	5,156	23,147	100	5,250	22,984	144	4,721	23,068	161

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. Refusals are not applicable to Basic Class 2 and Class 5 certificates.

b. 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 personnel

Table A.8 Aircraft maintenance engineer examinations, 2022-23 to 2024-25

Type of examination	2022-23	2023-24	2024-25
Part 66 self-study module examinations	75	145	128
Weight control authority examinations	18	23	33
Total	93	168	161

Table A.9 Aircraft maintenance engineer licences, 2022-23 to 2024-25

Detail	2022-23	2023-24	2024-25	
Licence assessments				
Category Technical Competency Assessments and Licence Technical Assessments (combined)	Australian military	0	0	3
	Foreign civil	31	128	113
	Total	31	128	116
Trans-Tasman Mutual Recognition Act 1997 assessments		19	30	33
Licences				
Issued		128	292	292
Current at 30 June		9,603	9,891	10,178
Average age of licence holder (years)		54	55	56

Table A.10 Airworthiness authorities, 2022-23 to 2024-25

Type of authority	2022-23	2023-24	2024-25
Maintenance	38	55	52
Non-destructive testing	64	46	55
Weight-control	37	35	44
Welding	5	13	15

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

Maintenance organisations

Table A.11 Certificates of approval, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	8	12	13
Subsequent issue	16	7	8
Variation	59	51	57
Total	83	70	78
Current certificates at 30 June	540	562	540

Note: Includes operators involved in one or more of aircraft and component maintenance, design (aircraft, components and materials), distribution (components and materials), aircraft maintenance engineer training and examinations.

Table A.12 Civil Aviation Safety Regulations Part 145 approval certificates, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	13	7	9
Subsequent issue	35	80	58
Variation	154	143	150
Total	202	230	217
Current certificates at 30 June	178	174	179

Airworthiness

Table A.13 Airworthiness certificates, authorisations and approvals issued, 2022-23 to 2024-25

Type of permission	2022-23	2023-24	2024-25
Type certificate^a			
Aeroplanes	0	1	1
Lighter than air	1	0	0
Rotorcraft	0	0	0
Engine	0	0	0
Propeller	0	0	0
Total	1	1	1
Type acceptance certificate^a			
Aeroplanes	13	9	9
Lighter than air	0	2	0
Rotorcraft	0	1	4
Total	13	12	13
Other authorisations, certificates and approvals			
Supplemental type certificate ^a	13	18	17
Certificate of airworthiness	518	391	379
Special flight authorisation	35	31	30
Special flight permit ^b	487	464	524
Experimental certificate ^c	150	136	182
Simulator certification (flight simulator training devices)	56	58	62
Design advice	60	78	77
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, 2022-23 to 2024-25

Type of registration	2022-23	2023-24	2024-25
Initial registration	440	391	357
Change of registration holder	1,401	1,387	1,101
Cancellation of registration	231	195	287
Change of registration mark	47	44	48
Reservation of registration mark	1,209	1,403	1,289
Reissue of certificate of registration	109	128	104
Aircraft registered at 30 June	16,279	16,475	16,545
Marks reserved at 30 June	886	778	1,289

Note: Includes remotely piloted aircraft systems (RPAS) 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 2025

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				158	390	202	95	85	38	4	1	973	5.88	
Powered gliders				2	34	58	62	64	69	31	7	327	1.98	
Balloons				0	6	36	60	111	160	58	15	446	2.70	
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	7	37	119	236	537	399	172	51	1,558	9.42	
			Turboprop	0	0	0	1	4	1	0	1	7	0.04	
			Jet	0	0	1	0	1	1	3	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	1	2	6	3	2	0	14	0.08	
			Jet	0	0	0	0	0	1	1	0	2	0.01	
	Helicopter	Single engine	Diesel	0	0	0	0	0	1	0	0	1	0.01	
			Piston	2	0	1	12	44	21	6	1	87	0.53	
			Turboshaft	0	0	0	0	4	9	3	1	17	0.10	
			Electric engine	0	0	0	0	0	0	2	0	2	0.01	
			Piston	43	46	50	191	630	400	156	33	1,549	9.36	
			Turboshaft	28	118	190	101	137	105	52	14	745	4.50	
		Multi-engine	≤ 5,700 kg MTOW	Turboshaft	0	10	42	54	42	37	21	7	213	1.28
			5,700 kg MTOW	Turboshaft	0	0	12	3	17	66	11	14	123	0.74
Production aircraft	Aeroplanes	Single-engine	≤ 5,700 kg MTOW	Diesel	0	0	0	0	1	8	19	6	34	0.21
				Piston	2,384	2,202	1,081	352	730	350	218	31	7,348	44.41
				Turboprop	2	16	32	128	112	139	44	8	481	2.91
				Jet	14	14	16	0	0	0	3	1	48	0.29
			5,700 kg MTOW	Piston	3	0	0	0	0	0	0	0	3	0.02
				Turboprop	0	0	0	17	25	49	33	5	129	0.78
				Jet	7	0	0	0	0	0	0	0	7	0.04
				Jet	7	0	0	0	0	0	0	0	7	0.04
		Multi-engine	≤ 5,700 kg MTOW	Diesel	0	0	0	0	8	9	5	2	24	0.15
				Piston	171	528	308	23	41	41	13	4	1,129	6.82
				Turboprop	2	27	85	25	33	18	3	1	194	1.17
				Turboshaft	4	2	6	6	16	20	3	0	57	0.34
				Jet	0	0	0	1	0	0	0	0	1	0.01
				Electric engine	0	0	0	0	0	0	1	0	1	0.01
			5,701 to 20,000 kg MTOW	Piston	19	0	0	0	0	0	0	0	19	0.11
				Turboprop	3	0	25	137	35	16	18	2	236	1.43
				Jet	1	7	31	19	35	12	12	6	123	0.74
			20,001 to 50,000 kg MTOW	Piston	5	0	0	0	0	0	0	0	5	0.03
				Turboprop	1	3	2	2	16	42	0	0	66	0.40
				Jet	1	0	6	69	53	11	3	0	143	0.86
			50,001 to 100,000 kg MTOW	Piston	1	0	0	0	0	0	0	0	1	0.01
				Turboprop	0	1	0	0	0	0	0	0	1	0.01
				Jet	0	0	0	3	121	166	22	30	342	2.06
			>100,000 kg MTOW	Jet	0	0	0	0	23	37	6	2	68	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	2	2	4	0.02	
Remotely piloted aircraft (rotorcraft)				0	0	0	0	0	0	4	0	4	0.02	
Total by age bracket				2,858	3,441	2,304	1,600	2,932	2,231	934	245	16,545	100	
% of total fleet				17.27	20.80	13.93	9.67	17.72	13.48	5.65	1.48	100		

MTOW = maximum take-off weight.

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

Table A.16 Appointments of airworthiness delegates and authorised persons, 2022-23 to 2024-25

Type of appointment	2022-23	2023-24	2024-25
Appointments excluding Civil Aviation Safety Regulations subpart 21M			
Initial issue	5	5	6
Subsequent issue	126	54	46
Variation	5	5	3
Total active at 30 June^a	136	155	120
Appointments under Civil Aviation Safety Regulations subpart 21M			
Initial issue and variation	23	17	15
Total active at 30 June^a	37	31	29
Appointments – excluding and under – Civil Aviation Safety Regulations subpart 21M			
Total active at 30 June^b	173	186	149

- a. The total of all active appointments, which includes ongoing active appointments, initial issues, subsequent issues and variations.
- b. The total of all active appointments for both categories – excluding and under – Civil Aviation Safety Regulations subpart 21M.



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Table A.17 Production authorisations, 2022–23 to 2024–25

Type of authorisation	2022–23	2023–24	2024–25
Production certificate			
Initial issue	0	0	1
Variation	0	1	1
Under voluntary suspension at 30 June	1	0	1
Active at 30 June	5	8	5
One-off production certificate			
Initial issue	1	1	1
Variation	4	5	2
Under voluntary suspension at 30 June	1	1	1
Active at 30 June	34	35	36
Australian parts manufacturing approval			
Initial issue	0	2	0
Variation	2	5	4
Under voluntary suspension at 30 June	3	1	1
Active at 30 June	29	31	29
Australian Technical Standards Order Authorisation			
Initial issue or variation	2	3	2
Under voluntary suspension at 30 June	0	1	1
Active at 30 June	10	10	7
Parts approval under CASR 21.305A^a			
Initial issue or variation	1	1	2
Under voluntary suspension at 30 June	0	0	1
Active at 30 June	6	8	7

a. Civil Aviation Safety Regulations 1998 regulation 21.305A.

Table A.18 Airworthiness directives and bulletins, 2022–23 to 2024–25

Type of directive/ bulletin	2022–23	2023–24	2024–25
Australian Airworthiness Directive			
Issued	3	3	1
Cancelled	4	2	8
Amended	6	7	7
Current	7,786	7,777	7,770
State of design airworthiness directive	533	316	456
Exclusion from airworthiness directive	44	53	68
Review of airworthiness directive	0	3	4
Airworthiness Bulletin			
Issued or amended	12	12	5
Current	407	414	416

Table A.19 Aircraft defect reports, 2022–23 to 2024–25

Detail	2022–23	2023–24	2024–25
Reports received	865	849	1,020

Aerodromes

Table A.20 Aerodromes at 30 June, 2022–23 to 2024–25

Aerodrome status	2022–23	2023–24	2024–25
Certified	322	334	333

Training

Table A.21 Civil Aviation Safety Regulations Part 141 flight training certificates, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	17	34	31
Subsequent issue	74	100	178
Variation	84	88	109
Total	175	222	318
Current certificates at 30 June	278	307	324

Table A.22 Civil Aviation Safety Regulations Part 142 flight training certificates, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	1	5	4
Subsequent issue	17	23	28
Variation	58	65	61
Total	76	93	93
Current certificates at 30 June	69	71	74

Table A.23 Civil Aviation Safety Regulations Part 147 maintenance training organisation certificates, 2022–23 to 2024–25

Type of application	2022–23	2023–24	2024–25
Initial issue	1	2	2
Variation	65	60	60
Total	66	62	62
Suspended certificates	0	0	0
Surrendered certificates	0	0	1
Current certificates at 30 June	29	35	36

Enforcement

Table A.24 Medical certificate cancellations and suspensions, 2022–23 to 2024–25

Certificate	2022–23		2023–24		2024–25	
	Cancelled	Suspended	Cancelled	Suspended	Cancelled	Suspended
Class 1	6	26	9	38	9	38
Class 2	26	52	32	71	51	88
Basic Class 2 ^a	38	n.a.	26	n.a.	16	n.a.
Class 3	5	3	2	2	2	0
Class 5 ^{a,b}	n.a.	n.a.	0	n.a.	8	n.a.
Total	75	81	69	111	86	126

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. 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.

- a. Suspensions are not applicable to Basic Class 2 and Class 5 certificates.
- b. Class 5 certificates commenced on 9 February 2024.

Table A.25 Licence and certificate actions, 2022–23 to 2024–25

Action	2022–23	2023–24	2024–25
Show cause notice	9	10	5
Variations	0	0	0
Suspensions ^a	4	0	1
Cancellations	6	1	7

Note: These figures do not include action taken in relation to Civil Aviation Safety Regulations 1998 Part 99 offences in relation to medical certificates (see Table A.24) or variations processed by the Client Services 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, 2022–23 to 2024–25

Action	2022–23	2023–24	2024–25
Suspensions	0	0	1

Table A.27 Aviation infringement notices and prosecutions, 2022-23 to 2024-25

Action	2022-23	2023-24	2024-25
Infringement notices issued	109	124	128
Matters referred to the Director of Public Prosecutions	6	8	8
Prosecutions finalised	5	1	5
Acquittals	0	0	0
Convictions	5	1	4

Table A.28 Compliance-related actions, 2022-23 to 2024-25

Action	2022-23	2023-24	2024-25
Enforceable voluntary undertaking	0	0	0
Counselling	52	35	75

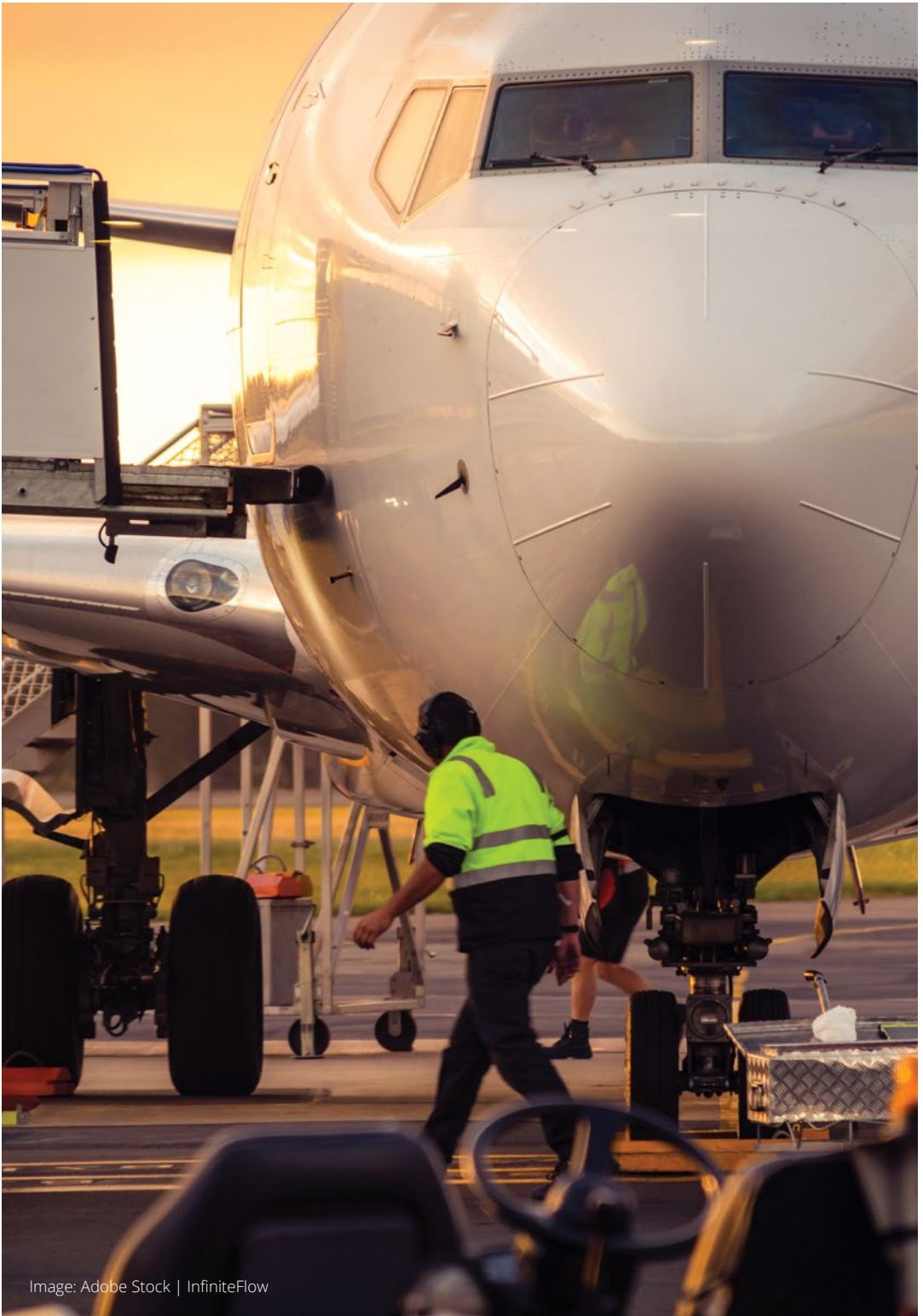


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Appendix B: Management and accountability statistics

Employees

Table B.1 All ongoing employees, 2024–25

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	56	1	57	14	0	14	0	0	0	71
QLD	144	4	148	67	6	73	0	1	1	222
SA	17	0	17	6	1	7	0	0	0	24
TAS	0	0	0	0	0	0	0	0	0	0
VIC	51	1	52	13	3	16	0	0	0	68
WA	30	1	31	9	0	9	0	0	0	40
ACT	202	7	209	168	33	201	0	0	0	410
NT	6	0	6	4	0	4	0	0	0	10
External territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
Total	506	14	520	281	43	324	0	1	1	845

Table B.2 All non-ongoing employees, 2024–25

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	1	1	2	0	0	0	5
SA	0	0	0	0	0	0	0	0	0	0
TAS	0	0	0	0	0	0	0	0	0	0
VIC	1	0	1	0	0	0	0	0	0	1
WA	1	0	1	0	0	0	0	0	0	1
ACT	2	1	3	6	1	7	0	0	0	10
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	6	3	9	7	2	9	0	0	0	18

Table B.3 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.4 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

Executive remuneration

Table B.5 Remuneration paid to key management personnel, 2024–25

Name	Position title	Base salary ^a	Short-term benefits	
			Bonuses	Other benefits and allowances ^b
Spence, Pip	Chief Executive Officer & Director of Aviation Safety	\$545,974	\$0	\$5,869
Crome, Philippa	Executive Manager Corporate Services	\$316,105	\$0	\$5,869
Aleck, Jonathan	Executive Manager Legal, International and Regulatory Affairs	\$369,183	\$0	\$5,869
Marcelja, Andreas	Executive Manager Stakeholder Engagement	\$348,724	\$0	\$5,869
Sparrow, Andrew	Executive Manager Air Navigation, Transformation and Risk	\$315,781	\$0	\$5,869
Bouttell, Matt	Executive Manager Regulatory Oversight	\$292,313	\$0	\$5,869
Campbell, Steve	Executive Manager National Operations and Standards	\$286,084	\$0	\$5,869
Frawley, Simon	Chief Financial Officer	\$266,929	\$0	\$5,869
Binskin, Mark	CASA Board Chair	\$131,904	\$0	\$5,869
Hallett, Elizabeth	CASA Board Deputy Chair	\$99,101	\$0	\$0
Gonzalez, Felipe	CASA Board Member	\$74,955	\$0	\$0
Korhonen, Jacqueline	CASA Board Member	\$65,952	\$0	\$0
Kille, Tarryn	CASA Board Member	\$65,952	\$0	\$0
Verkerk, Adrian	CASA Board Member	\$65,952	\$0	\$0
Total		\$3,244,909	\$0	\$52,821

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 employees who have acted as a senior manager for a total of 3 months or more during the reporting period. Only the period for which someone is within a key management personnel position has been included in this table, which includes part years for staff acting or staff who 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 process through the identified increment points based on their performance during the previous year.

Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Superannuation contributions	Long service leave	Other long-term benefits		
\$85,319	\$36,822	\$0	\$0	\$673,984
\$65,817	\$24,063	\$0	\$0	\$411,854
\$14,947	\$25,595	\$0	\$0	\$415,594
\$52,751	\$32,437	\$0	\$0	\$439,781
\$50,721	\$16,133	\$0	\$0	\$388,504
\$43,376	\$7,902	\$0	\$0	\$349,460
\$43,051	\$7,902	\$0	\$0	\$342,906
\$49,190	\$12,088	\$0	\$0	\$334,076
\$20,313	\$0	\$0	\$0	\$158,086
\$15,850	\$0	\$0	\$0	\$114,951
\$11,550	\$0	\$0	\$0	\$86,505
\$10,157	\$0	\$0	\$0	\$76,109
\$10,119	\$0	\$0	\$0	\$76,071
\$10,013	\$0	\$0	\$0	\$75,965
\$483,174	\$162,942	\$0	\$0	\$3,943,846

The Director of Aviation Safety and Board member remuneration is determined by the Remuneration Tribunal.

- Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.
- 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.

Table B.6 Remuneration paid to senior managers, 2024–25

Total remuneration bands	Number of senior managers	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	5	\$115,980	\$0	\$3,193	\$17,216	\$5,910	\$0	\$0	\$142,298
\$220,001 - \$245,000	1	\$183,881	\$0	\$5,869	\$39,329	\$8,686	\$0	\$0	\$237,765
\$245,001 - \$270,000	1	\$226,260	\$0	\$5,869	\$38,457	\$4,527	\$0	\$0	\$275,112
\$270,001 - \$295,000	3	\$230,770	\$0	\$7,843	\$34,433	\$12,747	\$0	\$0	\$285,793
\$295,001 - \$320,000	4	\$248,821	\$0	\$5,869	\$42,434	\$13,217	\$0	\$0	\$310,341
\$320,001 - \$345,000	9	\$264,548	\$0	\$8,628	\$43,331	\$11,242	\$0	\$0	\$327,750
\$345,001 - \$370,000	1	\$274,151	\$0	\$15,396	\$38,065	\$22,458	\$0	\$0	\$350,071
\$470,001 - \$495,000	1	\$253,958	\$0	\$11,791	\$38,744	\$11,473	\$0	\$155,602	\$471,569

Note: CASA 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 3 staff who acted for longer than 3 months this year and were included as senior managers. Only the period for which someone is within a senior manager position has been included in this table, which includes part years for staff acting or staff 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 (none in 2024–25). Each dollar amount is an average figure based on the 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, any non-salary benefits 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.

Table B.7 Remuneration paid to other highly paid employees, 2024–25

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
\$260,000 - \$270,000	11	\$188,487	\$0	\$30,299	\$36,324	\$5,673	\$0	\$0	\$260,783
\$270,001 - \$295,000	18	\$196,791	\$0	\$43,676	\$37,044	\$7,154	\$0	\$0	\$284,665
\$295,001 - \$320,000	13	\$209,438	\$0	\$48,089	\$40,696	\$7,742	\$0	\$0	\$305,965
\$320,001 - \$345,000	3	\$220,406	\$0	\$58,114	\$42,356	\$7,948	\$0	\$0	\$328,824
\$370,001 - \$395,000	1	\$318,366	\$0	\$8,792	\$49,346	\$11,364	\$0	\$0	\$387,868
\$395,001 - \$420,000	1	\$339,555	\$0	\$0	\$53,284	\$11,472	\$0	\$0	\$404,311

Note: Other highly paid employees are employees whose reportable remuneration was \$260,000 or more for the reporting period and who are not appointed as senior managers. Each dollar amount is an average 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 this portion excluded from figures presented above.

- Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.
- Other benefits and allowances include allowances that are reportable on individual payment summaries, any non-salary benefits 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.

External scrutiny

Table B.8 Administrative tribunal merits reviews of CASA regulatory decisions, 2022–23 to 2024–25

Matters	2022–23	2023–24	2024–25
With the tribunal			
Applications on hand from the previous year	12	9	11
Applications lodged during the year	8	8	18
Total with the tribunal	20	17	29
Dealt with			
Decisions affirmed	1	0	2
Decisions varied	1	1	2
Decisions set aside	1	0	1
Matters dismissed	2	0	1
Total dealt with	5	1	6
Other			
Applications withdrawn by the applicant	5	2	8
Applications remaining on hand at 30 June	10	14	15
Total other	15	16	23

Note: The Administrative Review Tribunal replaced the Administrative Appeals Tribunal in October 2024.

A single application to the 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 Review Tribunal, 2024–25

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)	1	0	1	2
Aviation maintenance licence or authority (including ratings)	0	0	0	0
Medical certificate	14	5	3	22
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	1	0	0	1
Freedom of information	1	0	0	1
Remote pilot licence	0	0	0	0
Other matters	2	0	0	2
Total	19	5	5	29

Note: The Administrative Review Tribunal replaced the Administrative Appeals Tribunal in October 2024.

Table B.10 Applications to the Federal Court for judicial review of CASA regulatory decisions, 2022-23 to 2024-25

	2022-23		2023-24		2024-25	
Matters	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	0	0	0	0	0
Applications filed during the year	0	0	0	0	0	1
Total with the court	0	0	0	0	0	1
Dealt with						
Application granted	0	0	0	0	0	0
Matters dismissed	0	0	0	0	0	0
Total dealt with	0	0	0	0	0	0
Other						
Proceedings discontinued	0	0	0	0	0	1
Applications on hand at 30 June	0	0	0	0	0	0
Total other	0	0	0	0	0	1
Decisions arising from Administrative Review Tribunal decisions	0	0	0	0	0	1

Note: The Administrative Review Tribunal replaced the Administrative Appeals Tribunal in October 2024.

Table B.11 CASA’s responses to coronial recommendations during 2024–25

Inquest into the Mangalore Aircraft Accident

Date of coronial findings 31 July 2024

Recommendations for CASA

The Coroner made 6 recommendations in total, 3 of which were directed to CASA. The 3 recommendations and CASA’s responses are outlined below.

Recommendation 1

I recommend that CASA develop and disseminate educational material for the aviation industry aimed at reinforcing the importance of accurate departure calls being made by pilots in command of aircraft. It is a matter for CASA to determine the process by which the educational material is disseminated to the aviation industry.

CASA Response

CASA has already implemented this recommendation by publishing in August 2024 a significantly amended Advisory Circular (AC) 91-10 Operations in the vicinity of non-controlled aerodromes which contains enhanced emphasis on the criticality of correct, relevant and informative radio calls in the vicinity of non-controlled aerodromes. It adds a specific example relating to the circumstances of this accident. This AC is available on the CASA website casa.gov.au/sites/default/files/2021-10/advisory-circular-91-10-operations-vicinity-noncontrolled-aerodromes.pdf.

In addition, CASA will arrange for an Aeronautical Information Circular (AIC) to be published which will emphasise the critical importance of accurate and informative radio calls in the vicinity of non-controlled aerodromes. This AIC will contain an example relevant to the circumstances of this accident. This AIC will be available on the Airservices Australia AIP website airservicesaustralia.com/aip/aip.asp?pg=50.

The AIC will remain out for 6 months as it is intended to raise awareness of the issue and direct pilots to read our updated AC 91-10, which was amended in August 2024 to address the matters arising from the Mangalore accident.

CASA continually educates and promotes the importance of radio calls through its ongoing pilot safety campaign – *Your safety is in your hands*. This campaign emphasises safe operations in non-controlled airspace and at aerodromes, highlighting the critical role of radio calls. The campaign features a variety of resources, including a pilot safety hub with webinars, explainer videos, newsletters, and audio close calls, all aimed at encouraging pilots to prioritise their safety and engage in ongoing safety education. Relevant guidance materials are also linked and referenced where necessary.

Recommendation 4

I recommend that the ATSB [Australian Transport Safety Bureau], AMSA [Australian Maritime Safety Authority] and CASA continue to work together to promote the voluntary uptake of ADS-B [automatic dependent surveillance-broadcast] technology in Australian-registered aircraft. It is a matter for the ATSB, AMSA and CASA to determine how to best promote this initiative in the aviation industry.

CASA Response

CASA continues to actively promote the voluntary uptake of ADS-B technology. CASA has set technical equipment standards that encompass the widest possible range of ADS-B solutions – ranging from low-cost portable transmitting and receiving devices through to complex ‘glass cockpit’-style flight instrumentation. Additionally, the CASA website has a range of resources aimed at supporting and encouraging the installation of ADS-B technology. For example, there are a series of pages on the CASA website with information about the benefits of ADS-B, how ADS-B works, the Australian Government’s ADS-B rebate scheme and buying and fitting ADS-B equipment. CASA has also issued Advisory Circular (AC) 91-23 ADS-B for enhancing situational awareness, [casa.gov.au/sites/default/files/2021-08/advisory-circular-91-23-ads-b-enhancing-situational-awareness.pdf](https://www.casa.gov.au/sites/default/files/2021-08/advisory-circular-91-23-ads-b-enhancing-situational-awareness.pdf) which explains the benefits, safety considerations, the range of acceptable equipment configurations as well guidance on installing and operating the ADS-B equipment.

In 2021 CASA established an Interagency Aviation Safety Promotions Working Group involving government agencies with a role in aviation safety. Meetings are held each quarter where the safety promotion teams discuss potential alignment of safety promotional activities, how to leverage the activities of each agency and to support initiatives across the aviation portfolio.

CASA has promoted the government’s ADS-B rebate and ADS-B’s safety benefits through multiple channels. These efforts include targeted emails to licensed aircraft maintenance engineers (LAMEs), aircraft owners, pilots, and aviation associations, as well as including articles in both print publications and digital newsletters. We’ve also actively shared this information on social media, complementing similar promotions by the ATSB and AMSA.

Recommendation 5

I recommend that CASA conduct a cost-benefit study into the feasibility and potential benefits of requiring the installation of ADS-B IN devices in IFR-certified aircraft.

CASA Response

Rather than pre-empt any working group considerations this recommendation will be addressed during the regulatory change process that results from the Australian government mandate set out in the Australian government’s Aviation White Paper – Towards 2050, [infrastructure.gov.au/sites/default/files/documents/awp-aviation-white-paper.pdf](https://www.infrastructure.gov.au/sites/default/files/documents/awp-aviation-white-paper.pdf). The Aviation White Paper sets out the Government’s view that ADS-B equipment will eventually be required on all conventional aircraft in Australian airspace. The White Paper also states that the Australian government will consult on implementation arrangements for an ADS-B mandate.

Specifically, initiative 43 of the Aviation White Paper states, *"Expand requirements for aircraft to broadcast their location electronically. Widespread use of ADS-B devices will increase aviation safety and efficiency and reduce collision risk. By late 2025, the Australian Government will consider advice about a timetable for mandating ADS-B devices, while also extending subsidies for the purchase of ADS-B equipment until 2027."*

The Aviation White paper also states that *"keeping the skies safe by reducing collision risk between drones and crewed aircraft by considering advice, by in late 2025, about a timetable for mandating ADS-B devices."*

In relation to general aviation, the Aviation White Paper makes clear that the Government will extend existing subsidies for the purchase of ADS-B OUT equipment and expanding them to include ADS-B IN.

By late 2025, the Australian government will consider advice about a timetable for mandating ADS-B devices, while also extending subsidies for the purchase of ADS-B equipment until 2027. The Australian government's plan is to establish a cross-agency working group, involving participants from the department, CASA and Airservices Australia. This cross-agency working group will advise the government on implementing a universal ADS-B mandate across all Australian airspace for both visual and instrument flight operations. As the government has directed the establishment of the cross-agency working group and it intends to mandate ADS-B devices, it will form part of CASA's policy on ADS-B in Australian aviation.

Cost-benefit studies will be performed for any proposed regulatory changes to support this Australian government's proposed mandate.

Inquest into the Death of Mathew Martin Farrell

Date of coronial findings 14 February 2025

Recommendations for CASA

The Coroner made 5 recommendations in total, 3 of which were directed to CASA. The 3 recommendations and CASA's responses are outlined below.

Recommendation 1

That CASA review the conduct of RAAus during this investigation and inquest, including the conduct of its officers and key personnel.

CASA Response

CASA accepts this recommendation and is reviewing the information identified in submissions and evidence, as set out in the Coroner's findings, to determine whether there were any actions or omissions on the part of Recreational Aviation Australia (RAAus) which were in breach of the regulatory requirements set out in Part 149 of the *Civil Aviation Safety Regulations 1998* (CASR). It is expected the review will be completed soon, and we will provide you with further information when the review and any action taken in response to the review is completed.

Recommendation 2

That CASA facilitates amendments to Section 2.13 of the RAAus Flight Operations Manual:

- to clarify the aeronautical experience that may constitute “recognised flight time” according to each aircraft type or group for which the experience is required;
- to clarify the aeronautical experience required for endorsements;
- where flight testing is required for a particular endorsement, to clarify whether such flight testing may be conducted concurrently with flight testing required for pilot certification or other endorsements.

CASA Response

Recommendation 2(a)

CASA accepts the recommendation and considers it has been addressed by actions detailed below.

Direction notices under regulation 149.120(1) of the *Civil Aviation Safety Regulations 1998* were issued to RAAus on 25 June 2024 and 10 July 2024, directing it to amend its Part 149 Exposition, namely version 7.1.1 of its Flight Operations Manual (FOM).

RAAus made amendments to the FOM on 17 July 2024, by inserting the following text:

For the purpose of this manual **recognised flight time** is:

- For gaining a **Group A Pilot Certificate** and associated Endorsements, Ratings and Approvals:
- all dual and pilot in command hours gained in a three-axis powered aeroplane.
- For gaining a **Group B, C, D or F Pilot Certificate** and associated Endorsements, Ratings and Approvals:
- all dual and pilot in command hours flown when obtaining a Pilot Certificate with another RAAO, or equivalent overseas qualification and endorsement, rating and approval **associated with these qualifications for the corresponding aircraft Group**; or
- verified logbook entries of training undertaken towards the attainment of a Licence or Certificate with a recognised organisation.

Recommendation 2 (b)

CASA accepts the recommendation.

CASA has been liaising with RAAus about the contents of its FOM on this issue. RAAus will be amending the FOM to make clear the individual requirements for the issuing of each endorsement. CASA expects to receive the revised FOM for assessment by the end of August 2025.

Recommendation 2 (c)

CASA accepts the recommendation.

CASA has been liaising with RAAus about the contents of its FOM on this issue. RAAus will be amending the FOM to clarify when flight testing may be conducted concurrently with flight testing required for pilot certification or other endorsements. CASA expects to receive the revised FOM for assessment by the end of August 2025.

Recommendation 3

That CASA facilitates amendments to the RAAus Flight Operations Manual to include a definition of “aeroplane” consistent with the definition found in the Civil Aviation Safety Regulations 1998, and a definition of “aircraft” consistent with the definition found in the Civil Aviation Act 1988.

CASA Response

CASA accepts the recommendation and considers it has been addressed by the change process detailed below.

The direction notices referred to above also noted “...the term ‘aeroplane’ has the meaning prescribed by Part 1 of the Dictionary to the CASRs.” RAAus amended the FOM on 17 July 2024, by inserting the following definition in it:

Aeroplane – A power-driven heavier-than-air aircraft deriving its lift in flight chiefly from aerodynamic reactions on surfaces remaining fixed under given conditions of flight but does not include a power-assisted sailplane. Note: an aeroplane includes a touring motor glider.

Resultant changes were also made to the term ‘aircraft’ throughout the FOM, except where ‘aeroplane’ was required in accordance with the updated definition. A definition of ‘aircraft’ and ‘touring motor glider’ was also inserted into the FOM.



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Appendix C: Annual report requirements

Table C.1 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, 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

Table C.2 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
17BE(d)	Part 3	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory

PGPA Rule reference	Part of report	Description	Requirement
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: 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: a. statistics on full-time employees; b. statistics on part-time 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
17BE(m)	Part 3	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(n), 17BE(o)	Part 5	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): - the decisionmaking 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 - the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, 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	Particulars of any reports on the entity given by: - the Auditor-General (other than a report under section 43 of the Act); or - a Parliamentary Committee; or - the Commonwealth Ombudsman; or - the Office of the Australian Information Commissioner	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	The following information about the audit committee for the entity: a. a direct electronic address of the charter determining the functions of the audit committee; b. the name of each member of the audit committee; c. the qualifications, knowledge, skills or experience of each member of the audit committee; d. information about each member's attendance at meetings of the audit committee; e. the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Part 7	Information about executive remuneration	Mandatory

Abbreviations list

AAM	advanced air mobility
ADF	Australian Defence Force
ADS-B	Automatic Dependent Surveillance-Broadcast
Airspace Act	<i>Airspace Act 2007</i>
AMSA	Australian Maritime Safety Authority
AOD	alcohol and other drugs
ARMS	Airspace Risk Modelling System
ART	Administrative Review Tribunal
ASAP	Aviation Safety Advisory Panel
ASC	Aviation Safety Committee
ASL	average staffing level
ATSB	Australian Transport Safety Bureau
AvSEF	Aviation State Engagement Forum
BARC	Board Audit and Risk Committee
CAA	<i>Civil Aviation Act 1988</i>
CAN	CASA Abilities Network
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulations 1998
CAT	commercial air transport
CATSIEN	CASA Aboriginal and Torres Strait Islander Employee Network
CMA	Continuous Monitoring Approach
CO ₂ -e	carbon dioxide equivalent
DFAT	Department of Foreign Affairs and Trade
E&IO	Ethics and Integrity Officer
EASA	European Union Aviation Safety Agency
EMS	Environmental Management System
ERP	Emissions Reduction Plan

FAA	United States of America Federal Aviation Administration
FTE	full-time equivalent
GEN	Gender Equity Network
HSA	Health Services Australia Group
ICAO	International Civil Aviation Organization
ICC	Industry Complaints Commissioner
LAME	licensed aircraft maintenance engineer
MOS	Manual of Standards
MoU	memorandum of understanding
NSSP	National Surveillance Selection Process
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
TWG	technical working group
UAV	uncrewed aerial vehicle
UK CAA	United Kingdom Civil Aviation Authority
USOAP	Universal Safety Oversight Audit Program
WA Police	Western Australia Police Force
WGEA	Workplace Gender Equality Agency
WHS	work health and safety
WHS Act	<i>Work Health and Safety Act 2011</i>



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CASA regulatory instruments and publications can be accessed on CASA's website. All proposed regulatory changes and related consultation documents for 2024–25 are published on the website and can be accessed at consultation.casa.gov.au.

Acknowledgements

Drafting:

Martina Anderson, Marianne Gomba,
Jennifer Ranson

Preparation assistance:

Annabel Coulson and Rebecca Neish

Design:

Claire Atteia

Design assistance:

Melissa Jones and Renee Ness

Editing:

WordsWorth Writing

Printing:

Bytes 'n Colours

Thank you to all contributors and coordinators for your invaluable support and input throughout the development and drafting process.

Australasian Reporting Awards recognition for CASA



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