



Australian Government
Civil Aviation Safety Authority

CORPORATE PLAN

2026–27



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

About this corporate plan

This corporate plan presents CASA's direction for the period 2026–27 to 2029–30. It is designed as the principal planning and operational document outlining the purposes of CASA and the strategies to be implemented to achieve our objectives. The corporate plan details how CASA will meet the aviation safety expectations of the Australian Government and the Australian public. The corporate plan positions CASA to contribute to the effective and efficient management of aviation safety risks and to improve relationships with the wider aviation community within a strong governance framework.

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Chair's foreword

To be an effective regulator, CASA must look broadly at the aviation sector, and the forces affecting its people and organisations, while complying with the legislative mandate sitting behind its 'safe skies for all' vision statement.

CASA's role in the aviation system means it works with an industry that is sensitive to a wide range of outside factors such as geopolitical events and economic cycles. Clearly, in recent years, aviation has been subject to severe buffeting from forces outside its direct control. CASA must be adaptive and responsive, as well as careful to ensure the outcomes required by the regulations and safety standards are delivered by the aviation community. It has a duty, on behalf of the public and all who participate in Australian aviation to ensure safety standards are being achieved.

CASA intends to build upon the work it has been doing in recent years in all these areas, continuing to be responsive to the needs of the aviation industry, while not compromising safety. CASA is very aware of its role in the overall aviation system and the importance of interacting proactively with everyone who is part of that system. This thinking is supported by concrete new initiatives underway to improve safety performance.

Two elements clearly demonstrate the work CASA has in train to make sure it is a modern regulator. They are the National Oversight Plan (NOP) and the finalisation of the transition to the flight operations regulations. Common to both is a systemic and risk-based approach to being an effective regulator.



When the NOP is fully embedded, it will bring together many of the touch points between the aviation industry and CASA, including issuing of certificates, licences and registrations, the conduct of surveillance and oversight, enforcement and education. The NOP will enable a comprehensive picture of industry sectors and the national aviation system as well as individual organisations.

Importantly, the NOP will enable CASA to better collect and analyse data for risk analysis, which will better inform decisions on how and where to optimise the use of its resources. The importance for the CASA Board is a system-wide picture of how safety systems are working at all levels across the aviation industry.

By more effectively integrating and analysing information, CASA can use data such as accident and incident rates and trends to look not just at areas where safety issues are already evident but where, on the surface, current safety performance is satisfactory. In effect, CASA aims to be able to see beneath recent and current performance to detect emerging risks and adjust its activities to address these before they lead to adverse outcomes. An effective risk-based approach will inform how we go about future surveillance, regulatory development and education and training.

The focus on safety systems is central to the implementation of the remaining pieces of the flight operations regulations. Many operators have, of course, had safety management systems for a long time, but for others this will be a step change in how they approach and manage safety.

When an organisation has an effective and dynamic safety management system, it means CASA can spend its time and effort monitoring and sampling the system, rather than delving into all the individual elements within an organisation.

The introduction of a major suite of rules and CASA's new approach to oversight through the NOP are changes for the aviation industry that will bring real long-term benefits. Both are based on the assessment of risk and the use of safety systems – an approach that promises better performance for aviation operators, and greater confidence in safety systems for the travelling public.

As those in the aviation industry continually review their own performance, so too will CASA. The organisation remains committed to looking for ways to improve what it does, how it does it and the timeliness of its services for the benefit of the Australian aviation community and the travelling public.

This corporate plan outlines CASA's objectives and priorities in 2026–27 to 2029–30 as it works to ensure aviation in Australia is safe, sustainable and resilient in a rapidly changing world. The Board will continue to support CASA as it strives to achieve these important goals.

A handwritten signature in dark ink, consisting of a stylized 'M' followed by a long, sweeping horizontal line that curves slightly upwards at the end.

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

Director's preface

Each year as we sit down to embark on a new planning cycle, our primary focus is on lifting safety outcomes and improving how CASA operates and supports the aviation community. This is core business for CASA. However, this year finds us also thinking more deeply about the role of the regulator over the longer horizon.

The question of what CASA should and shouldn't do becomes increasingly relevant as the aviation safety system becomes more complex and the demands on our services grow. Like any organisation, we must use our resources wisely and effectively.

Our emphasis for several years now has been on taking a greater risk-based approach to the many tasks we perform as the nation's aviation safety authority. This is being embedded through initiatives such as the NOP, which helps us to take a holistic view of individuals and entities based on everything we know from areas such as granting approval through to conducting surveillance. And these individual pictures feed into a broader system-wide view to highlight industry or sector trends as well as the overall safety performance of the aviation system.

As our procedures and decision making evolve to become even more data-driven and risk-based, we can begin to consider clearly how this touches on CASA's role of enabling all sectors of the aviation industry to effectively manage their risks. A central question becomes what risks should be directly overseen by CASA and what risks can be appropriately managed by the people and organisations active in aviation, without our direct involvement.



Risk management already exists – CASA does not issue an approval before each aircraft takes off or a maintenance engineer begins a service. That would see the aviation system grind to a halt. But we are involved in many activities that could be described as being at the sharper end of operations. Sometimes the rationale for this is clear, while in other areas the safety benefit is not as obvious. This is something we are carefully seeking to resolve.

The shift to a systems-based approach to safety management means a wider range of organisations will have active safety management systems in place which are being used to identify and manage risks. Experience here may further inform how we think about the allocation of risk management. Operators retain responsibility for managing day-to-day safety, but as the regulator we have important oversight responsibilities and it's crucial we get the balance right.

At the same time, we will continue to focus on improving the delivery of regulatory services. We know this can still be a pain point for people who are dealing with us, despite some major progress in recent years. A big increase in the range of service-related activities available online has made a real difference and more will be done in this area.

Increasing complexity in the nation's airspace – along with emerging technology – is driving a significant amount of future work. In some areas, airspace changes are already being made due to passenger transport operations mixing with other traffic. At the same time, the remotely piloted aircraft (RPAS) sector continues to experience robust growth and operations are becoming more complex.

The changing demands on the nation's airspace highlights the importance of our development of the Australian Future Airspace Framework, a strategic overarching airspace plan. The goal is to make sure all airspace users have safe, efficient and flexible access to the airspace they need for operations. Again, we have taken a risk-based approach to the development of this plan, using collision risk modelling, data analysis, and risk mitigation strategies.

We know that our ability to support industry through the provision of regulatory services is vital. We continue to look for ways to support efficiency without compromising safety. That means engagement, digitisation and exploring how we can use artificial intelligence (AI) to support improved service delivery. In return, we ask industry to engage early, particularly for novel or complex proposals.

As opportunities arise for us to introduce AI systems into our processes we will take advantage of them, however at this stage we see AI being used predominantly in managing service delivery and making better use of data.



Pip Spence PSM

Chief Executive Officer and
Director of Aviation Safety

PART ONE

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Statement of preparation

As Chair of the Board of the Civil Aviation Safety Authority (CASA), I present the CASA Corporate Plan 2026–27, covering the period 2026–27 to 2029–30, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 44 of the *Civil Aviation Act 1988*. The corporate plan incorporates the Minister’s Notice issued under section 12A of the *Civil Aviation Act 1988* and is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



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

Vision

Safe skies for all

Mission

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

Purposes

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

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

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

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

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

While the safety regulation of civil aviation remains our primary function, CASA also has the function of encouraging greater acceptance by the aviation industry of its obligations to maintain high standards of aviation safety. This is achieved by providing comprehensive safety education and training programs, accurate and timely aviation safety advice, and by fostering awareness – in industry and within the community generally – of the

importance of aviation safety and compliance with relevant legislation.

Our purposes are shown in Figure 1. This corporate plan details the key activities, performance measures and targets we pursue to achieve these purposes.

FIGURE 1 CASA's purposes



Strategic direction

CASA's strategic direction (shown in Figure 2) collates existing governance documents such as the Civil Aviation Act, Portfolio Budget Statements, Minister's Statement of Expectations, corporate plan and strategic risks, to articulate how CASA intends to achieve its mission and purpose.

The strategic direction supports CASA staff to focus efforts on activities aligned with CASA's objectives and priorities. It supports communication and guides decision-making, which helps create meaning and purpose for all staff.

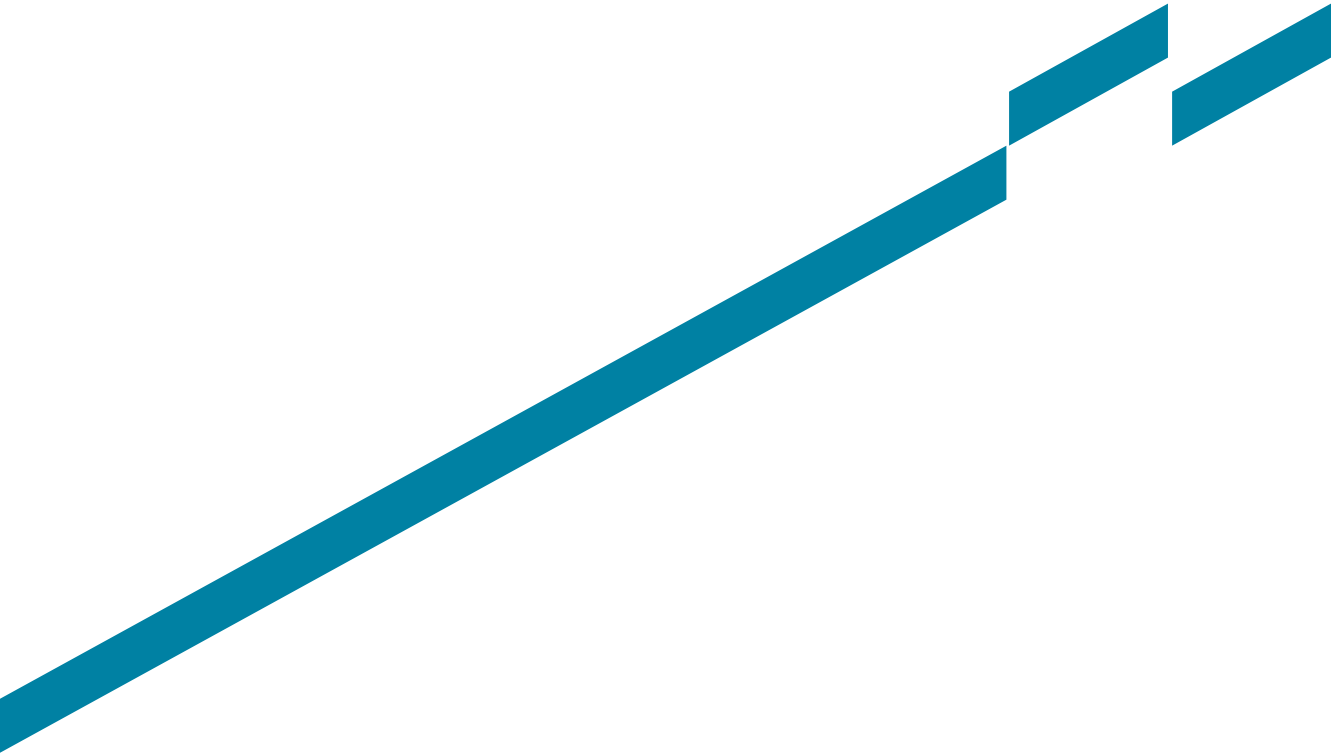


FIGURE 2 CASA's strategic direction 2026–27 to 2029–30

Achievement of CASA's

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

Purpose	The safety regulation of civil air operations in Australia and the operation of Australian aircraft outside Australian territory, encouraging a greater acceptance by the aviation industry of its obligation to maintain high standards of aviation safety, effective consultation and communication on aviation safety matters, and airspace regulation.
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is guided by

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.
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Strategic objectives	Maintain and enhance a fair, effective, efficient and responsive aviation safety regulation system	Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes	Organisational improvement in service delivery and workforce planning
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Key activities	Regulation, oversight and assurance	International compliance and engagement	Safety standards	Stakeholder engagement	Service delivery and workforce management
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Strategic risks 2026–27	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	

with a focus on the Statement of Expectations and

Priorities 2026–27	Achieving the safety objectives of the Flight Operations Regulations	Embedding the National Oversight Plan	Improving core regulatory service delivery
	Implementing strategic workforce planning	Supporting Government priorities: Airspace administration and reform and implementation of Budget measures	Defining and embedding CASA's Future State

which are achieved through

Capabilities	Accountability	Collaboration	Transparency	Safety outcomes	Competency
	Risk management	Information management	Communication	Planning	

and underpinned by

Identity	CASA's Values	CASA's regulatory philosophy
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Outcome, objectives and key activities

FIGURE 3 CASA's outcome, objectives and key activities



Statement of Expectations and Statement of Intent

As a regulator, CASA receives guidance from the Australian Government through a ministerial Statement of Expectations (SoE). The SoE provides clarity about government policies and objectives relevant to our statutory objectives and how we conduct our operations.

The current SoE was issued by the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Catherine King MP, and covers the period from 1 November 2025 to 30 June 2027.

CASA responds to the SoE with a Statement of Intent (Sol) that sets out how we will deliver on the government's expectations. The statements cover CASA's obligations in 4 key areas:

► **Governance**

Expectations in relation to the operation of the CASA Board and the Director of Aviation Safety and Chief Executive Officer.

► **Strategic direction and manner of performance**

Our obligations to regard the safety of air navigation as the most important consideration, and to perform our functions in accordance with all relevant legislation and international obligations, use our resources in a proper manner and to consider the impacts of regulations.

► **Key initiatives**

Focusing on the role that CASA plays in supporting the delivery of a range of government priorities, and the need for us to work collaboratively with a range of other government agencies.

► **Stakeholder engagement**

The importance of CASA's clear, transparent and regular engagement with stakeholders – both in government and the aviation community – to ensure the success of a safe and nationally integrated aviation environment.

We report progress against the SoE to the Minister on a quarterly basis. The Sol and SoE are available at casa.gov.au/statement-intent.

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Aviation context

CASA works closely with the aviation community to support safe operations as aviation activity grows and evolves across all sectors.

The industry continues to recover and expand, balancing increased operational demand alongside ongoing workforce and structural challenges.

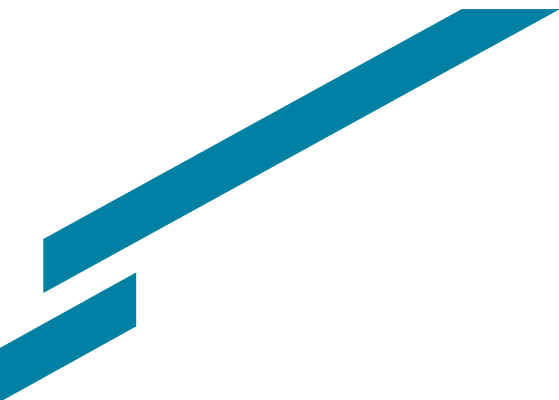
More licensed aircraft maintenance engineers (LAMEs) are entering the industry, but shortages of LAMEs and pilots continue to affect some parts of the sector, particularly in rural and regional Australia. CASA continues to help address this issue through regulatory reform activity and by working with industry and other government agencies to support aviation as an attractive and sustainable career.

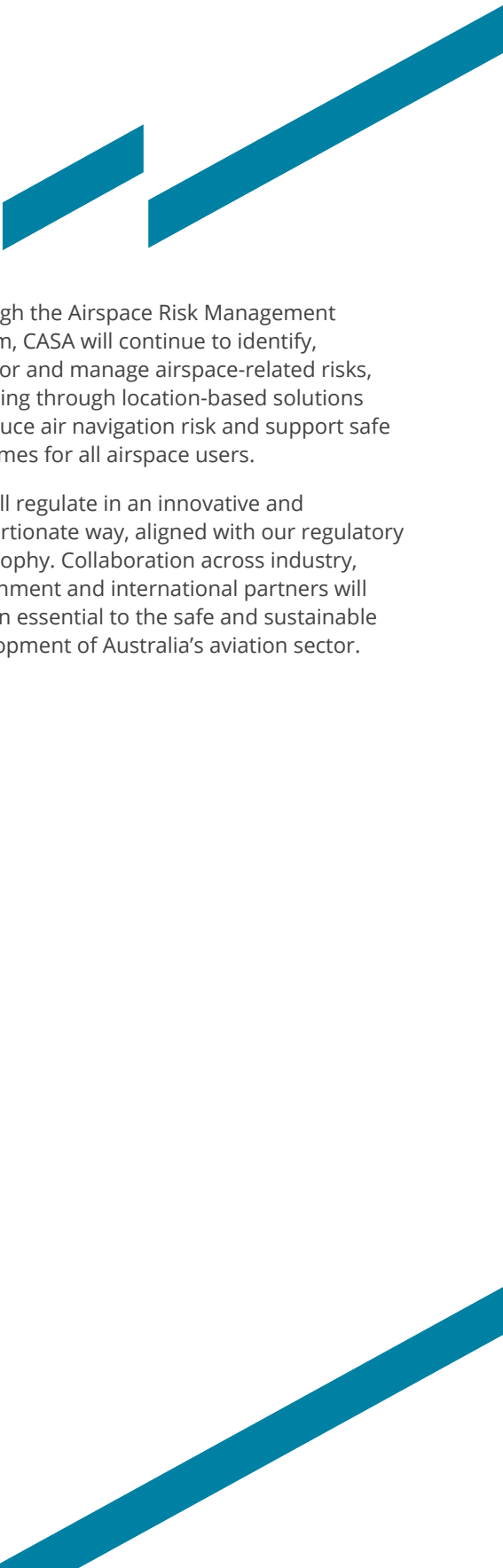
Operators are adapting their business models to respond to changing market conditions, fleet modernisation and evolving regulatory requirements. CASA is supporting operators as they invest in new aircraft and manage the ongoing impacts of supply-chain constraints on the timely availability of parts and components.

Australia's aviation infrastructure continues to expand. Western Sydney International (Nancy-Bird Walton) Airport is expected to commence operations during the year, alongside planned runway developments at Perth and Melbourne airports. These developments will increase capacity and add complexity across the aviation system, placing additional demands on airspace and regulatory services.

We remain committed to helping the aviation industry operate safely through a period of growth, infrastructure expansion and technological innovation.

The remotely piloted aircraft systems (RPAS) sector also continues to evolve rapidly, with increasing numbers of new entrants and an expanding range of operational uses. Regulatory service demand associated with RPAS has increased significantly over recent years – for example over a 5-year period between 2019–20 and 2024–25, the number of remote pilot licences increased 140% and the number of applications for remote operator certificates increased by 133%.





This growth, together with increased activity across traditional aviation sectors, means CASA needs to continue expanding digital service delivery and carefully explore the safe and appropriate use of emerging technologies, including artificial intelligence (AI).

We expect to see ongoing advancements in advanced air mobility (AAM) and are working closely with international counterparts in Canada, New Zealand, the United Kingdom (UK) and the United States of America (USA) to support a consistent approach to AAM certification and validation. This supports the future introduction of AAM in Australia, and enables opportunities for Australian manufacturers, including ongoing type certification activities for the first Australian-made AAM aircraft.

As aviation capacity and activity increase, the complexity of Australian-administered airspace will continue to grow. CASA is continuing to invest in the Australian Future Airspace Framework, which remains a priority. The framework will incorporate a long-term strategic airspace plan to ensure the airspace can safely and efficiently accommodate all users, including emerging technologies.

Through the Airspace Risk Management System, CASA will continue to identify, monitor and manage airspace-related risks, including through location-based solutions to reduce air navigation risk and support safe outcomes for all airspace users.

We will regulate in an innovative and proportionate way, aligned with our regulatory philosophy. Collaboration across industry, government and international partners will remain essential to the safe and sustainable development of Australia's aviation sector.

Regulatory development

The SoE requires CASA to develop a forward regulatory program (FRP) each year.

The regulatory program makes our intentions visible, prepares industry for change, assists industry leaders with their decision-making, and enables industry participants to plan their engagement with CASA during the change activities. It outlines planned regulatory development over the next financial year and provides a forecast for future years.

It encompasses the change cycle from policy development, through to the making and implementation of regulations.

CASA seeks input on current and future regulatory changes and associated policy approaches through the Aviation Safety Advisory Panel (ASAP) and associated technical working groups, and through our Consultation Hub.

In March 2026, CASA consulted the ASAP on the Forward Regulatory Program 2026–27.

We are committed to working cooperatively with the aviation industry and community to maintain and enhance aviation safety.

Table 1 sets out CASA’s planned initiatives for 2026–27. CASA’s complete forward regulatory program is available at casa.gov.au/frp.

TABLE 1 Forward regulatory program 2026–27

Initiative	Project summary
Continuing airworthiness for general aviation	The proposed Civil Aviation Safety Regulations (CASR) Part 43 (Maintenance of aircraft in private and aerial work operations) will set out the rules for the maintenance of aircraft engaged in private and aerial work operations and be supported by a new Part 43 Manual of Standards (MOS).
Air transport and continuing airworthiness improvements	Changes to CASR Part 42 (Continuing airworthiness requirements for aircraft and aeronautical products) and Part 145 (Continuing airworthiness approved maintenance organisations) and the related MOS will set the continuing airworthiness and maintenance rules for all air transport operations. The new rules will be aligned with the new flight operations safety risk framework and strengthen compliance with the International Civil Aviation Organization (ICAO) standards and recommended practices. We intend to take a phased approach to completing this work, building on previous consultation and reflecting our resourcing commitments.
Enhanced maintenance licence pathways	This project will continue CASA’s modernisation of pathways into the LAME profession and streamlining of the licensing ecosystem. CASA continues to ensure that its regulatory framework aligns with government priorities so that Australia can meet sector needs through to 2050. The program of work includes enabling LAMEs to expand their licensed approvals through CASA’s self-study exam pathway, creating a model for recognising licences issued by recognised national aviation authorities and clarifying LAME privileges for annual inspections of small general aviation aircraft. Collectively these changes will shift the licensing ecosystem toward a more efficient, scalable and workforce ready position.
Certification and airworthiness requirements for aircraft	CASA is progressing amendments to CASR Part 21 (Certification and airworthiness requirements for aircraft and parts) to expand the range of ex-military aircraft eligible for type certification in the restricted category for special purpose operations by removing the existing prescriptive list of recognised countries and introducing a certification assessment framework in the Part 21 MOS. The amendments will support a limited expansion of the aerial firefighting fleet by enabling certification of a broader range of aircraft.

Initiative	Project summary
Adjust the scope of Australian air transport operations	CASA is reviewing the safety controls applied to passenger and cargo transport conducted as a secondary activity by non-aviation business. This project focuses on ensuring that regulatory requirements are proportionate to the types of passengers and goods carried and the operational risk involved, minimising unnecessary cost and compliance burden. CASA is also assessing the current arrangements for community service flights, charitable operations and other public-benefit flying. Using existing regulatory flexibility, the project includes development of a MOS for CASR Part 119 (Australian air transport operators – certification and management) to better tailor regulatory requirements to the nature and risk profile of these operations.
Flight operations continuous improvements	Changes to the flight operations regulations are being progressed to reduce the number of exemptions by incorporating the policy behind multiple exemptions issued since 2021 into the regulations themselves.
Sport and recreational aircraft	CASA is working to finalise, with industry, a CASR Part 103 (Sport and recreation aircraft) MOS and support industry transition. Where appropriate, some MOS provisions may be deferred for up to 2 years (to be determined through consultation activities) after the MOS commences.
Modernisation of Special Airworthiness Certification (MOSAIC)	CASA is planning the changes required to implement the United States of America Federal Aviation Administration (FAA) MOSAIC rules in Australia. CASA will take a phased approach to the implementation, first focusing on the airworthiness rules necessary to expand the kinds of aircraft that fall under our light sport aircraft rules.
Remotely piloted aircraft systems (RPAS) standards	The existing regulatory framework for CASR Part 101 (Unmanned aircraft and rockets) has not kept pace with the drone sector, resulting in barriers to efficiency, economic development and innovation. CASA will progress amendments to the Part 101 scheme by removing requirements that do not contribute to safety and will enable streamlined approval processes to reduce regulatory burden for the RPAS industry. A key initiative is to increase the operation of large remotely piloted aircraft (more than 150 kg) in domestic commercial operations without a certificate of airworthiness.
Dangerous goods	Amendments to CASR Part 92 (Consignment and carriage of dangerous goods by air) will address industry-identified deficiencies and seek to simplify the existing legislation.
Flight crew licensing	Amendments to the CASR Part 61 (Flight crew licensing) scheme are proposed to repeal longstanding exemptions, reducing red tape and simplifying the legislative scheme. Other changes will standardise terminology and rectify drafting anomalies.

While not included in the FRP, CASA will be progressing the Australian Government's decision to implement annual registration requirements for VH-registered aircraft and the modernisation of the *Civil Aviation Fees Regulations 1995*, which will include broad consultation prior to progressing regulatory changes.

CASA's regulatory philosophy

CASA's regulatory philosophy defines the principles that guide how we perform our functions, exercise our powers, and engage with the aviation community.

The principles are particularly vital as aviation technology and service models evolve rapidly, alongside conventional aviation activities.

Importantly, CASA's regulatory philosophy is aligned with the Australian Government's Regulatory Policy, Practice and Performance Framework. This framework sets out the government's expectations for modern, efficient and effective regulation for both regulatory policymakers and regulators and is available at finance.gov.au/government/regulatory-reform.

The principles guiding CASA's regulatory approach are:

- 1

CASA is committed to maintaining the trust and respect of the aviation community.
- 2

Mindful of the primacy of air safety, CASA takes account of all relevant considerations, including cost.
- 3

CASA takes risk-based approaches to regulatory action and decision-making.
- 4

CASA performs its functions consistently with Australia's international obligations.
- 5

CASA approaches its regulatory functions consultatively and collaboratively.
- 6

CASA communicates fully and meaningfully with all relevant stakeholders.
- 7

CASA fairly balances the need for consistency with the need for flexibility.
- 8

CASA embraces and employs rational 'just culture' principles in its regulatory and related actions.
- 9

CASA demonstrates proportionality and discretion in regulatory decision-making and exercises its powers in accordance with the principles of procedural fairness and natural justice.
- 10

CASA has a legitimate, but limited, role in pursuing punitive action for breaches of the civil aviation legislation.

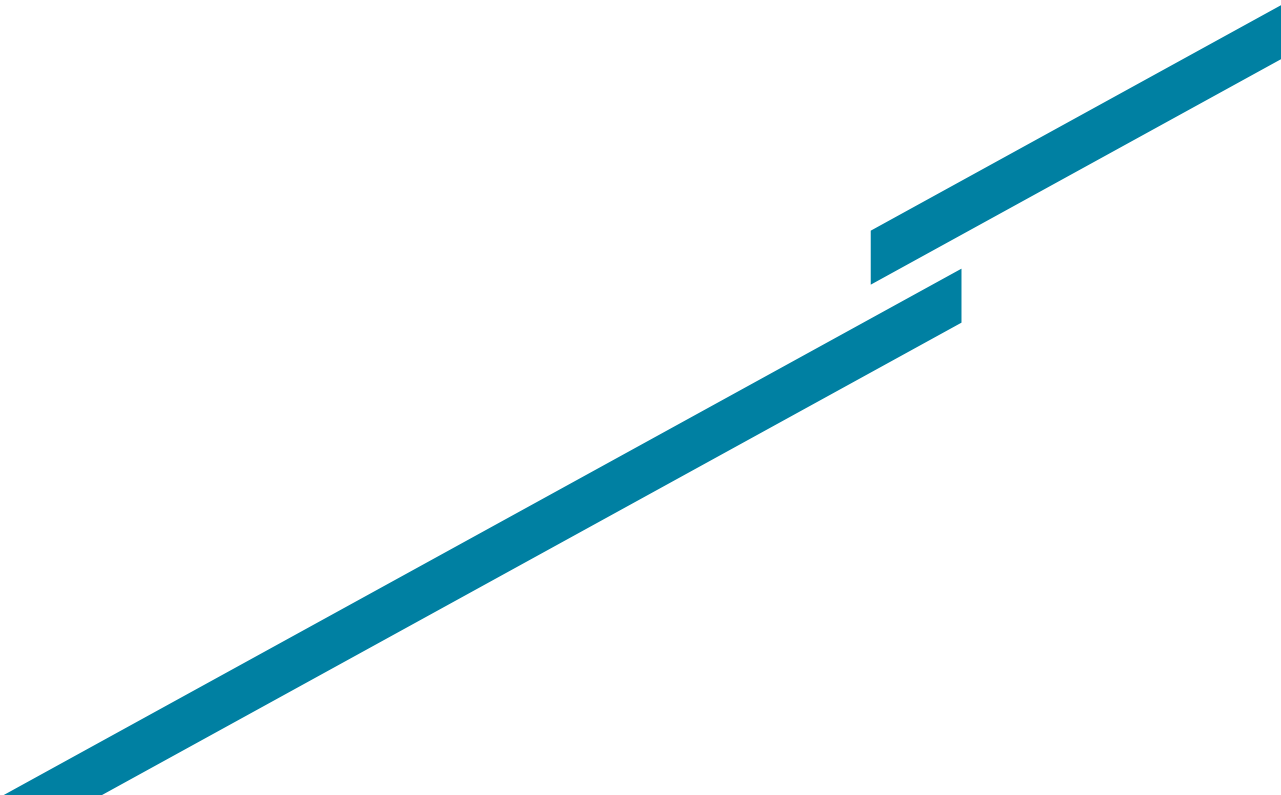
It is supported by the Resource Management Guide 128 – Regulator Performance, which outlines the 3 principles of regulator best practice and underpins our performance approach. For more information, visit finance.gov.au/government/managing-commonwealth-resources/regulator-performance-rmg-128.

The framework, guide and our regulatory philosophy work together to support CASA's performance outcomes, which are reported in the annual performance statements.

They also shape the performance measures outlined in this corporate plan, providing a clear link between our regulatory role, our regulatory philosophy, and how we measure and report success.

CASA is committed to embedding the principles of regulator best practice and our regulatory philosophy across all areas of operation to ensure consistent, meaningful, and transparent regulation of Australia's aviation sector.

For more information, visit casa.gov.au/regulatory-framework and casa.gov.au/regulatoryphilosophy.



Commitment to stakeholders

CASA is committed to consulting and communicating effectively with the aviation community. This engagement is a central component of CASA's corporate objectives and our responsibilities under the Civil Aviation Act.

We are dedicated to ensuring that CASA's decisions lead to outcomes that are safe, fair, effective, proportionate, timely, transparent, and fully compliant with applicable legal requirements. Our actions are guided by the principles set out in our regulatory philosophy, with a focus on building strong, balanced relationships with stakeholders as a fundamental part of achieving these goals.

CASA values ongoing and proactive engagement with the aviation community, and we are fully aware that our actions influence mobility, recreational activities, income, and business interests. We are committed to maintaining collaborative and balanced relationships within the industry to preserve the trust and respect of both the travelling public and the broader aviation community.

We recognise that the Australian aviation community seeks a flexible, pragmatic, practical, proportionate, and multi-dimensional approach to aviation safety regulation.

To measure stakeholder satisfaction, CASA uses a range of methods, including real-time analysis of client phone calls, delivery against our established service levels, and integration of satisfaction metrics into surveys as appropriate. We also engage regularly with key industry associations and representative bodies.

We actively promote comprehensive consultation and communication with all relevant parties on aviation safety matters by sharing information across various platforms and forums.

We recognise the importance of transparency and accountability to the aviation community. CASA is committed to strengthening regulatory service delivery transparency through the expansion of performance reporting on our website. Our service delivery dashboard demonstrates our service response times, whether we are meeting them, and how our performance is tracking over time. Our service charter sets out the standard of service that stakeholders and clients can expect when they interact with us. The service charter and service delivery statistics are available on our website casa.gov.au/our-service-charter and casa.gov.au/sds.

CASA is also committed to close engagement with our international counterparts and relevant multilateral organisations. In line with Australian Government policy, CASA places a specific emphasis on engagement with countries in the Asia-Pacific region, particularly ongoing engagement with Indonesia and Papua New Guinea and more recent assistance to other countries in the South Pacific region.

CASA is also actively involved in the work of the ICAO 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 collaborates closely with the National Aviation Authorities (NAA) Network. Established as a strategic forum, the network consists of the aviation authorities of Australia, Canada, New Zealand, the UK and the USA. Its primary focus is aligning global safety regulations, sharing best practices, and harmonizing aircraft certification standards. A major initiative of this network is the collaboration on AAM, such as electric vertical take-off and landing (eVTOL) aircraft.

Industry oversight

CASA's industry oversight arrangements are evolving to ensure that our oversight enhances safety and better complies with ICAO requirements and Australian legislation.

Our National Oversight Plan (NOP) increases the efficiency and efficacy of oversight by bringing together existing activities and adopting a risk-based strategic approach to how we oversee sectors and participants.

The NOP aligns with CASA's strategic focus and strengthens aviation and regulatory compliance through 6 elements of oversight, each of which link to ICAO critical elements:

- entry control
- change and reissue
- surveillance
- enforcement
- compliance reporting
- education and improvement.

The NOP includes more effective reporting which takes into account what we learn across all points of engagement. It will help us to identify themes and trends across sectors, as well as develop an oversight history of individual operators, and organisations, providing greater assurance of good governance and promoting continuous improvement.

CASA is concentrating on trends observed from a systems perspective, rather than focusing solely on individual operator compliance. Information gathered through the NOP is analysed and combined with other safety data and information sources to enhance broader safety analysis. This contributes to risk-based decision-making and the development of educational programs for the industry.



Over the horizon

CASA continues to progress initiatives in support of the government's policy objectives set out in the Australian Airspace Policy Statement (AAPS).

Key airspace regulation initiatives, include:

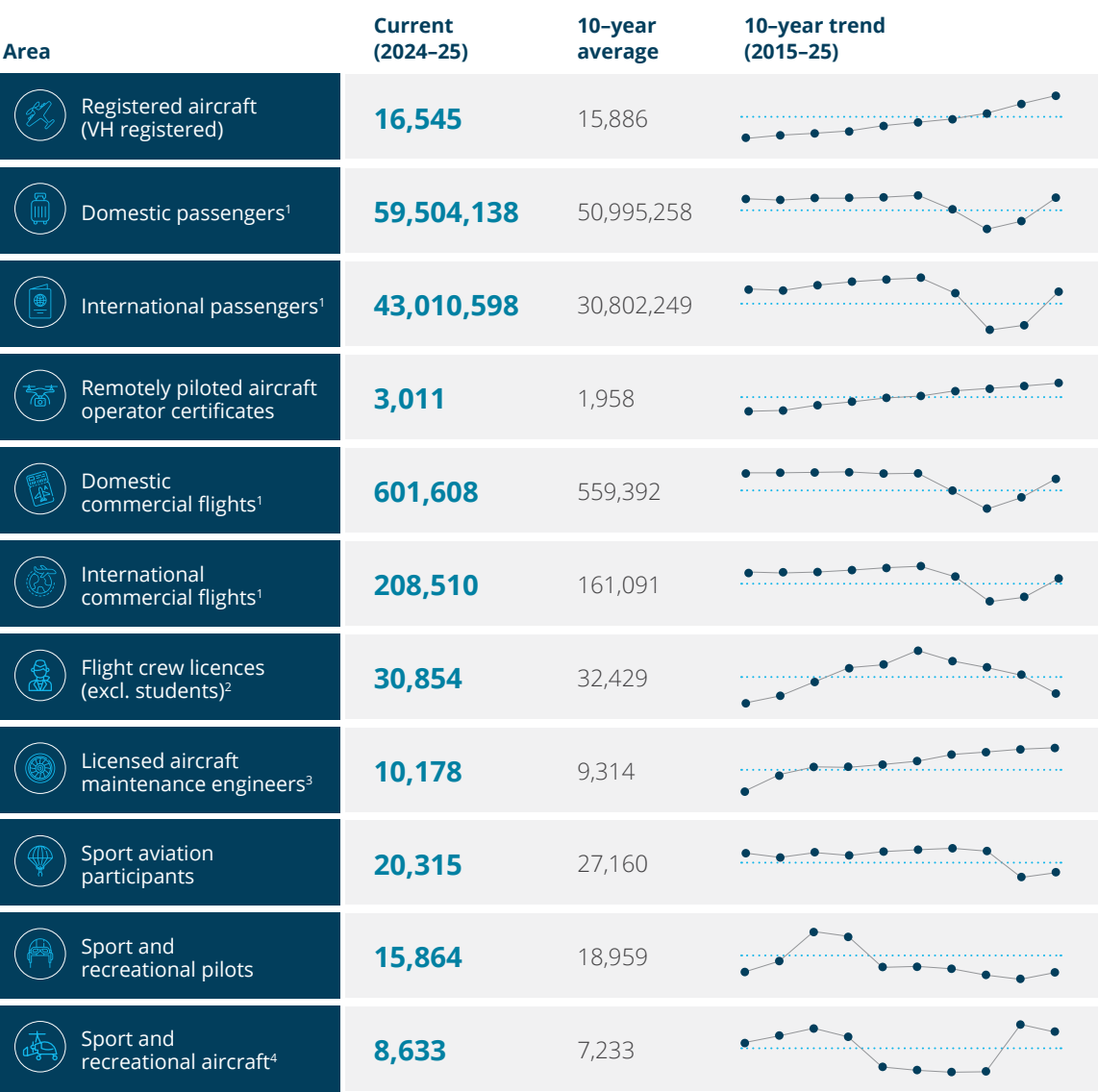
- the Australian Future Airspace Framework and the Airspace Risk Modelling System (ARMS)
- working with industry and Airservices Australia (Airservices) to address pressures at Ballina and the Pilbara
- introduction of Australia's first digital aerodrome services
- collaborating with Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (Infrastructure), Airservices, the Department of Home Affairs, and the Department of Defence to ensure national security requirements are considered when administering airspace, without compromising aviation safety
- continuing to work closely with Airservices to support airspace administration arrangements that are aligned with ICAO standards and recommended practices, and consistent with the objectives and priorities set out in the ICAO Global Aviation Safety Plan (GASP) and the ICAO Global Air Navigation Plan (GANP), supporting the continued safety, efficiency and resilience of the aviation system through risk-based, internationally harmonised airspace planning and management.

Our emerging aviation technologies program strives to support the safe and timely integration of emerging aviation technologies and systems into Australia's airspace and civil aviation regulatory framework, while advancing government policy objectives under the AAPS, including regulatory certainty and flight testing.

We are working with relevant agencies, industry and our international counterparts on:

- ▶ developing an uncrewed air traffic management system, consistent with the Australian Government's Uncrewed Traffic Management (UTM) Action Plan
- ▶ continuing to collaborate with Australian domestic original equipment manufacturers and international regulatory authorities in relation to type certification and production standards for AAM aircraft and RPAS, and contributing to discussions on harmonised international standards
- ▶ continuing our international collaboration as a member of the NAA Network to collectively progress mutually beneficial topics such as AAM innovation, medicals, technology horizon scanning, communications, and AI
- ▶ supporting Airservices and the Department of Defence on the new Civil Military Air Traffic Management System that will enable a seamless, world-leading and technologically advanced capability for air traffic control and airspace management
- ▶ planning the phased implementation of the FAA's MOSAIC rules in Australia to modernise the light sport aircraft regulatory framework, commencing with the initial airworthiness changes to expand the kinds of sport aircraft that can be operated in Australia
- ▶ streamlining regulatory services for increasingly common and standardised RPAS operations to facilitate the expanding scope of RPAS activities and simplifying operational approvals for emergency services to ensure that the needs of the community can be better met through emerging technologies
- ▶ deploying AI in a safe and responsible manner to strengthen our core regulatory and safety oversight functions, enhance our safety promotion and stakeholder engagement performance, and improve the efficiency and effectiveness of the business activities that enable and support these functions.

FIGURE 4 Summary of areas of change in CASA's operating environment



..... = 10-year average (median)

Trend of registered aircraft between 2014 and 2024.

1. Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics.
2. The graph for Flight Crew licences has been adjusted to reflect changes in reporting for this category prior to 2023–24.
3. Number of current licences – not all licensed aviation maintenance engineers actively work in the industry.
4. For the years 2018–21, the reported number of aircraft only included registered aircraft and did not include para-gliders and hang gliders.

NOTE:

Data for 2022–23 relating to domestic passengers and domestic commercial flights has been updated to reflect changes in the data.

Financial environment

The Australian Government handed down its 2026–27 Budget on 12 May 2026.

For 2026–27, CASA has budgeted for expenses totalling \$234.1 million, including an 832 Average Staffing Level to meet our obligations under the Civil Aviation Act.

CASA's current budget position reflects a combination of targeted government support and ongoing reform of its funding model. The forward estimates include \$66.5 million in supplementary funding under the Australian Government's Supporting Aviation Priorities program, as well as anticipated revenue from modernised regulatory service fees, annual aircraft registration, and indexation of the commercial drone levy. At the same time, earlier assumptions around revenue from recreational drone registration levies and full cost recovery for commercial drone registration have been removed.

These Budget initiatives are aimed at strengthening CASA's core safety and regulatory functions while improving efficiency and transparency for industry. Central to this is the planned modernisation of regulatory service fees, which have not been comprehensively reviewed since 1995. The reform will significantly streamline the fee structure, reducing categories from around 350 to 120, better aligning charges with the services provided and reducing administrative burden on industry.

The introduction of an annual VH aircraft registration scheme from 1 July 2027 will support improved regulatory oversight and data accuracy, with cost-recovery arrangements to be finalised following consultation. Together, these measures represent a transitional step toward a more sustainable and fit-for-purpose funding model.

The annual aircraft registration process will provide a simple but effective checkpoint to confirm ownership, operational status and validate aircraft details. This is data that is not collected elsewhere in the system.

An accurate aircraft register will allow us to reach operators with safety critical information such as airworthiness directives and support better identification of safety relevant trends and risks. It will also enable better targeting of CASA oversight and surveillance programs as well as our safety education initiatives.

Table 2 presents an extract from CASA's budgeted comprehensive income statement for 30 June 2027 – reference Table 3.1 of the 2026–27 Portfolio Budget Statements.



TABLE 2 Extract of CASA's budgeted comprehensive income statement

	2026–27 Budget \$'000	2027–28 Forward estimate \$'000	2028–29 Forward estimate \$'000	2029–30 Forward estimate \$'000
Expenses				
Employee benefits	161,797	168,248	174,959	181,938
Suppliers	52,968	45,682	41,937	39,965
Depreciation and amortisation	17,337	17,025	18,228	17,842
Finance costs	2,045	1,973	1,749	1,513
Total expenses	234,147	232,928	236,873	241,258
LESS: OWN SOURCE INCOME				
Own-source revenue				
Sale of goods and rendering of services	12,500	17,612	17,754	17,754
Interest	5,480	4,590	4,000	3,410
Other	1,000	1,000	1,000	1,000
Total own-source revenue	18,980	23,202	22,754	22,164
Net (cost of)/contribution by services	(215,167)	(209,726)	(214,119)	(219,094)
Revenue from the Australian Government	194,704	193,063	197,456	202,431
Surplus/(deficit) attributable to the Australian Government	(20,463)	(16,663)	(16,663)	(16,663)
Total comprehensive income/(loss)	(20,463)	(16,663)	(16,663)	(16,663)
Total comprehensive income/(loss) attributable to the Australian Government	(20,463)	(16,663)	(16,663)	(16,663)

Forward years

CASA is budgeting for an operating deficit in 2026–27 of \$20.5 million and operating deficits of \$16.7 million each year across the forward estimates. CASA will draw on its retained surpluses, cash and investment reserves to ensure ongoing operations through 2026–27 and beyond.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2026–27 is forecast to decrease by \$20.5 million from 2025–26, representing the anticipated budget deficit (of \$20.5 million) for 2026–27.

Total budgeted assets of \$171.2 million in 2026–27 represents a decrease of \$21.0 million from the estimated 2025–26 closing position, primarily due to a decrease in investments of \$20.7 million, reflecting the budget deficit of \$20.5 million. CASA's financial assets are budgeted to further decrease over the forward estimates as a result of the budgeted deficits in the forward years.

Total budgeted liabilities of \$101.7 million in 2026–27 represents a slight decrease of \$0.5 million from the estimated 2025–26 closing position, primarily driven by a planned decrease in lease liabilities of \$2.2 million representing amortisation of lease liabilities. CASA's primary liability continues to be lease liabilities of \$50.5 million and accrued employee leave entitlements of \$45.5 million.

Capital investment strategy

During 2026–27, CASA will be investing \$12.0 million in capital expenditure.

The 2026–27 investments centre on an ICT hardware refresh, development of an annual VH registration system, zero trust architecture, learning management system replacement, as well as investment in both Enterprise Aviation Processing (EAP) and ARMS. There is also investment in the planned fit out of CASA's Melbourne office and minor works in other state offices.

CASA's investment profile for the period of this corporate plan is:

- 2027–28 – \$9.5 million – the main investment for this period includes updates to key business systems including CASA's EAP, myCASA portal, application enhancements, cloud-based enterprise platform upgrade or replacement, and the possible refurbishment of the Perth office.
- 2028–29 – \$4.9 million – the main investment for this period includes updates to key business systems including EAP, the Medical Records System (MRS), our applications and network.
- 2029–30 – \$11.7 million – the main investment for this period includes updates to key business systems including EAP, the MRS, application enhancements and the possible refurbishment of the Brisbane office.

Capability

Workforce capability

CASA must maintain and support a dispersed and highly professional workforce with the necessary skills, experience and behaviours to achieve its purposes.

As the aviation landscape evolves, it is crucial for CASA to maintain an adaptable workforce, with the ability to attract and retain talent across all operational and support functions. CASA must also understand what skills and capabilities it requires going forward.

As part of the Strategic Workforce Planning Program 2024–2027, CASA designed a workforce planning methodology which will continue to be trialled to ensure it is fit for purpose and has practical scalability.

Over the year, the focus will be on continuing to build workforce planning capability, developing an approach to enable critical role identification and succession planning and building the leadership and management skills of our middle managers.

The CASA Board's People and Culture Sub-Committee provides ongoing independent assurance to the Board on people and culture matters. Its focus includes monitoring:

- the implementation of CASA's Strategic Workforce Plan 2024–2027 to support CASA being equipped with a high-performing workforce that is adequately prepared and qualified to help us achieve our strategic goals and legislative obligations, now and into the future
- 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.

In addition to our focus on the capability of our workforce, CASA continues to reinforce our commitment to fostering a workplace culture of respect, collaboration and professionalism, with accountability in decision-making and clear strategic priorities supported by our People and Culture Strategy 2022–2027. Our workforce culture is underpinned by our shared Values, as shown in Figure 5.



FIGURE 5 CASA's Values



Digital capability

We continue to implement our Digital Business Strategy 2023–2026, which has been extended to 2028, subject to minor updates. Our current focus is on improving CASA's cyber security posture to ensure that our systems and data are secure and all reasonable steps are taken against cyber attacks.

This includes meeting the requirements of the Australian Government's Protective Security Policy Framework and Essential Eight through an approved program of work covering physical, personnel, information, cyber security and security governance.

Information and communications technology investment during 2026–27 will focus on:

- improving CASA's cyber security maturity to comply with the Essential Eight
- improving surveillance capability systems to support the NOP
- identifying opportunities to leverage AI platforms to support CASA business outcomes.

Risk oversight and management

CASA's approach to risk management

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

CASA manages a range of risks, broadly grouped as either aviation safety risks – the risks related to aviation activities for which CASA regulates, or enterprise risks – the risks that relate to CASA's purpose, objectives and functions.

Risk management is integrated into CASA's business planning, performance monitoring and governance arrangements including the use of risk intelligence to support organisational decisions.

Our governance committees, particularly the Executive Committee and Aviation Safety Committee, play an important role in ensuring the effective management of both aviation safety and enterprise risks. This includes oversight and monitoring of enterprise and industry aviation safety risks and empowering risk owners to make risk-informed, evidence-based decisions.

CASA has developed an integrated risk management framework comprised of:

- Board Policy on Risk Management
- CASA Strategic Risk and Board Risk Appetite Statement
- Risk Management Manual
- Various risk management tools, templates and guidance document
- Risk Register.

CASA's approach to risk management is informed by, and consistent with, the Australian Government's Regulatory Policy, Practice and Performance Framework.

Risk oversight and assurance

The strategic and operational risk control environment is subject to regular review through:

- Risk Register – risk owners, regularly monitor their risks based on the risk rating and risk health.
- Performance monitoring – provides regular monitoring of risk indicators including safety performance indicators¹ (for regulatory risk) to identify adverse risk trends.
- Internal audit – provides independent examination of internal controls, management performance and compliance with applicable standards and regulations.
- CASA Board and the Board Audit and Risk Committee (BARC) – provides ongoing oversight and independent assurance including of risk and internal controls. The BARC conducts regular risk 'deep dives' and control spot checks to ensure the ongoing appropriate management of specific risks and controls.

1. Safety performance indicators are aligned to the National Aviation Safety Plan

Strategic risks and Board risk appetite

The CASA Board has identified 7 strategic risk areas which are aligned to CASA's strategic direction, purposes and key activities. These strategic risks were agreed in June 2026.

The CASA Board 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.

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

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

The following table summarises the 7 strategic risks identified by the CASA Board and outlines the Board's risk appetite and key management strategies for each.

TABLE 3 CASA's strategic risks in 2026–27

Strategic risk	Risk appetite	Management strategies
CASA is unable to regulate effectively <i>"A significant aviation safety event (accident or serious incident) is attributed to CASA's inability to regulate effectively."</i>	 The Board's appetite for risk relating to CASA's inability to regulate effectively is 'Small'	We will implement a regulatory approach consistent with the regulatory philosophy. We will apply a risk-based approach to prioritise oversight activities (including surveillance) through the NOP. The Aviation Safety Scorecard monitors performance against our State Safety Programme (SSP) and National Aviation Safety Plan (NASP) aviation safety obligation and industry safety performance. The Aviation Safety Committee directs action as required to address adverse safety performance trends.
CASA is unable to maintain appropriate relationships with the regulated aviation community <i>"CASA does not maintain appropriate relationships with the regulated aviation community, thereby limiting its ability to perform its core functions effectively."</i>	 The Board's appetite for risk associated with CASA's relationships with members of the regulated aviation community is 'Moderate'	We will engage clearly, transparently and regularly with stakeholders regarding activities and functions, including regulatory development. We have implemented necessary policy and procedures to appropriately manage conflicts of interest to ensure that public trust and confidence in the performance of CASA's regulatory functions is not undermined by actual or perceived conflicts of interest on the part of its staff.

Strategic risk

CASA is unable to adapt to the evolving aviation environment appropriately

"CASA is unable to sufficiently adapt to and influence the evolving strategic and operational aviation environment, impacting CASA's ability to deliver its duties and functions consistent with aviation community expectations."



The Board's appetite for risk relating to CASA's ability to adapt and influence our environment is 'Moderate'

Management strategies

Our emerging aviation technologies program strives to support the safe and timely integration of emerging aviation technologies and systems into Australia's airspace and civil aviation regulatory framework. The program complements the Australian Government's National Emerging Aviation Technologies Policy Statement Plans.

CASA is unable to protect against and respond to a cybersecurity event

"CASA is unable to effectively protect its systems or respond to a Cybersecurity event that results in denial of, or disruption to, services, or unauthorised access to, or loss of CASA managed data."



The Board's appetite for cyber security risk for which CASA has sole responsibility is 'Small'

We continue to be committed to improving our cyber security posture to ensure that our systems and data are secure and protected against cyber-attacks. This includes meeting the requirements under the Protective Security Policy Framework and Essential Eight through an approved program of work covering physical, personnel, information, cyber security and security governance.

CASA fails to meet work health and safety obligations

"CASA fails to protect its workers and other persons against harm to their health, safety or welfare leading to loss of life or serious injury or illness."



The Board's appetite for workplace health and safety risk is 'Zero'

We have appropriate workplace health and safety (WHS) policies and procedures, and our people are appropriately trained and equipped to ensure their physical and psychosocial safety in the workplace. We identify and address WHS issues through our health and safety representatives and the National Health and Safety Committee.

CASA fails to maintain positive financial stability

"CASA does not have certainty for medium to long-term funding and is unable to discharge current and emerging regulatory and statement of expectations requirements."



The Board's appetite for financial management risk is 'Small'

We closely monitor collection of aviation fuel excise, regulatory service fees and levy collection. We continue to engage key stakeholders to ensure the appropriateness and sustainability of CASA's funding model. We closely monitor our finances through our internal budgeting and reporting processes including Executive Committee, BARC and Board oversight and a defined Capital investment strategy.

Strategic risk

CASA fails to comply with legislative requirements

"CASA does not have suitable or sufficient internal controls to ensure compliance with general legislative obligations as a Corporate Commonwealth Entity."*

Risk appetite



The Board's appetite for regulatory compliance risk is 'Zero'

Management strategies

Our internal controls are structured around comprehensive process and procedures supported by enterprise frameworks, internal and external oversight and structured governance.

CASA directives ensure the implementation of appropriate and effective organisational process and procedure. These procedures are underpinned by an enterprise quality management framework and a risk management framework. Internal and external audits provide independent examination of internal controls assessing management performance and compliance with applicable standards and regulations. The Executive Committee, the Board and the BARC – provide ongoing oversight and independent assurance including of risk and internal controls.

*Excludes Civil Aviation Act and Airspace Act legislative requirements and WHS regulatory requirements (these are covered in other strategic risks).

PART THREE

Performance

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Portfolio Budget Statements

CASA is responsible for a single portfolio outcome outlined in the *Infrastructure, Transport, Regional Development Communications, Sport and the Arts – Portfolio Budget Statements 2026–27*.

Outcome statement

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 Portfolio Budget Statements (PBS) set out the performance criteria and target the government expects CASA to achieve to support the outcome. Our key activities and corporate performance measures are directly aligned with the portfolio measures.

The PBS is available at infrastructure.gov.au/about-us/corporate-reporting/budgets/budget-2026-27/portfolio-budget-statements-2026-27.

Portfolio performance measures

Objective 1:

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

The Civil Aviation Act establishes the legislative framework for maintaining, enhancing and promoting the safety of civil aviation, with an emphasis on preventing accidents and incidents.

Our responsiveness signals to industry, the community and our organisation that CASA will innovate and respond to material changes in the operating environment. It provides CASA's leadership with a mandate to prioritise efforts and deliver outcomes.

This supports the Australian Government's Regulatory Policy, Practice and Performance Framework, and the Aviation White Paper, wherein CASA has responsibility for overseeing the safe rollout of new technologies and reducing the regulatory burden in general aviation.

Key activities overview

- 1.1 Regulation, oversight and assurance
- 1.2 International compliance and engagement
- 1.3 Safety standards



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

Key activity 1.1: Regulation, oversight and assurance

Key activity 1.1 captures the activities that CASA will undertake to fulfil its purpose in relation to the regulation and oversight of civil aviation and the measures that CASA has in place to assure safety.



Performance measure

CASA undertakes surveillance determined via a National Oversight Plan (NOP) consisting of scheduled and response events informed by risk.

Timeframe	Target focus: Surveillance
2026–27 to 2029–30	90% of surveillance events are achieved as detailed in the NOP.

Rationale

Industry oversight is one of the key functions that CASA undertakes as Australia’s aviation regulator. The NOP brings together activities ranging from entry control and approval renewals to surveillance and non-compliance management.

Link to ministerial Statement of Expectations

4(m): undertake regular surveillance activities pursuant to paragraph 9(1)(f) of the Act, and provide regular summaries of surveillance activities to me and the Department.

Alignment with principles of regulator best practice

Principle 2: Risk based and data driven

Methodology and data sources

- Regular reporting is generated through business intelligence for planned surveillance audits conducted within the reporting period. Surveillance performance is calculated by comparing the planned activity to the completed activity.
- Data is sourced through Enterprise Aviation Processing (EAP) and Sky Sentinel systems.

Changes since Corporate Plan 2025–26

The performance measure has been reworded to reflect CASA’s role in delivering surveillance activities (one element of the NOP). The change ensures that performance reporting moves beyond describing systems to demonstrating what CASA does, enabling meaningful assessment.

Previous results

The planned outcome has been **achieved** since the 90% target was introduced in 2021–22.

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

Key activity 1.1: Regulation, oversight and assurance (continued)



Performance measure

Enforcement actions undertaken are timely, fair, consistent, and transparent.

Timeframe	Target focus: Regulatory framework
2026–27 to 2029–30	No decisions are overturned by the Administrative Review Tribunal (ART) or Federal Court based on a determination that CASA has been unfair or inconsistent in its enforcement actions. 100% of administrative enforcement decisions to vary, suspend or cancel a civil aviation authorisation (other than an aviation medical certificate) are published on the CASA website within 21 days of the decision being handed down..
2026–27 ¹	CASA establishes and publishes timeframes to complete investigations.

1. This target relates to a specific milestone planned for achievement in 2026–27. Once achieved, CASA will develop a new target to support ongoing performance assessment in future reporting periods.

Rationale

CASA has a range of enforcement actions that it can take when the rules are not followed depending on the circumstances.

A list of the considerations taken into account in determining how CASA uses its enforcement powers can be found in our regulatory philosophy and our enforcement manual, which is available at casa.gov.au/enforcement-manual.

In 2026–27, CASA aims to establish and publish meaningful timeframes for completing investigations.

Link to ministerial Statement of Expectations

3(f): I expect CASA will continue to be a world leading aviation safety regulator and will help to fulfil Australia’s commitments to the Asia-Pacific region.

Alignment with principles of regulator best practice

- Principle 1: Continuous improvement and building trust
- Principle 2: Risk based and data driven

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

Key activity 1.1: Regulation, oversight and assurance (continued)

Methodology and data sources

The 100% results are achieved when no decisions are overturned for unfair or unlawful CASA actions, and all administrative enforcement decisions are published on the CASA website within 21 days.

CASA aims to identify completion timeframes by analysing historical investigation types and durations, consulting relevant stakeholders, and publishing agreed timeframes where meaningful benchmarks can be established.

Data sources include:

- regular reports on actions and outcomes
- cases referred for enforcement action
- ART and Federal Court statistics
- Internal Litigation Report (monthly and quarterly)
- Enforcement and Investigation Case Management System (EICMS).

Changes since Corporate Plan 2025–26

The performance measure has been revised to reflect CASA’s commitment to responsive, efficient and consistent regulatory practice. New and revised targets have been established to ensure greater alignment with the performance measure and to focus on enforcement actions that are within CASA’s control.

Previous results

The planned outcomes in relation to the previous ART and/or Federal Court decisions targets have been **achieved** since these targets were introduced in 2023–24. No Federal Court decisions were made relating to CASA enforcement actions in 2023–24 and 2024–25. There are **no results for comparison** for the revised and 2 new targets.



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

Key activity 1.1: Regulation, oversight and assurance (continued)



Performance measure

Improve the safety of Australian aviation operations across all sectors.

Timeframe	Target focus: Fatalities, accidents and serious incidents
2026–27 to 2029–30	Zero fatalities for commercial air transport (CAT).
	Stable or reducing number of fatalities for commercial crewed aviation.
	Stable or reducing number of fatalities for non-commercial aviation.
	Stable or reducing accident rate per million departures for CAT.
	Stable or reducing number of accidents for commercial crewed aviation.
	Stable or reducing number of accidents for non-commercial aviation.
	Stable or reducing number of accidents for uncrewed aviation.
	Stable or reducing serious incident rate per million departures for CAT.
	Stable or reducing number of serious incidents for commercial crewed aviation.
	Stable or reducing number of serious incidents for non-commercial aviation.
	Stable or reducing number of serious incidents for uncrewed aviation.

Rationale

CASA establishes a regulatory framework that maintains, enhances and promotes the safety of civil aviation with a particular focus on fatalities, accidents and incidents.

Under the National Aviation Safety Plan (NASP), we monitor key metrics relating to safety, fatalities, accidents and incidents.

Link to ministerial Statement of Expectations

3(f): I expect CASA will continue to be a world leading aviation safety regulator and will help to fulfil Australia’s commitments to the Asia-Pacific region.

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

Key activity 1.1: Regulation, oversight and assurance (continued)

Alignment with principles of regulator best practice

Principle 2: Risk based and data driven

Methodology and data sources

- The annual result reflects occurrences recorded across the full financial year:
 - » for CAT, the target is zero fatalities, meaning any fatalities or fatal accidents result in the target not being met
 - » for all other metrics, annual performance is assessed against a benchmark derived from the 2014–15 to 2023–24 10-year historical distribution (aligned to the NASP and Aviation Safety Committee reporting). The benchmark reflects a stable level of performance, consistent with the objective in the NASP (Section 4.4) to maintain or reduce the number of accidents and serious incidents. The annual result is compared to this threshold to determine whether the target is achieved.
- Results are based on data provided by the Australian Transport Safety Bureau (ATSB) and Airservices Australia.
- The de-identified ATSB occurrence data is shared with CASA and loaded into the data warehouse on a weekly basis. This data is categorised by the ATSB; the categories include the sector, the nature of the activity, fatalities, and the occurrence type.

Changes since Corporate Plan 2025–26

The previous performance measures for fatalities, accidents and serious incidents have been merged into a single outcome-focused measure. Targets have been separated into sector-specific targets to support more precise measures and reporting. The target related to fatalities for uncrewed CAT has been removed until such time this sector is established in Australia.

Previous results

Targets relating to commercial, non-commercial and uncrewed aviation have been separated into sector-specific targets for 2026–27, there are **no results for comparison**. Since their introduction in 2024–25, targets relating to fatalities and serious incidents for CAT were **not achieved**, while the target for accidents in CAT was **achieved**.

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

Key activity 1.2: International compliance and engagement

Key activity 1.2 captures the activities that CASA will undertake to fulfil its purpose and meet its obligations internationally as a world-leading aviation safety regulator.



Performance measure

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

Timeframe	Target focus: International activities
2026–27 to 2029–30	Through ICAO technical panel representation, CASA contributes to the development of ICAO standards and recommended practices. CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU).

Rationale

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

CASA's international commitments are threefold:

- engaging with ICAO
- establishing, reviewing and improving bilateral and multilateral arrangements
- strengthening aviation safety in the Asia-Pacific region.

Link to ministerial Statement of Expectations

3(c): I expect CASA to perform its functions consistent with Australia's international obligations, particularly those connected with the ICAO and obligations under the Chicago Convention.

3(f): I expect that CASA will continue to be a world leading aviation safety regulator and will help to fulfil Australia's commitments to the Asia-Pacific region.

4(j): work with the Department to pursue appropriate mutual recognition and bilateral arrangements to support the recognition of Australian designs, innovation and certification internationally, and to minimise red tape in transitioning between jurisdictions, such as the automatic recognition of licences and approvals.

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

Key activity 1.2: International compliance and engagement (continued)

Alignment with principles of regulator best practice

Principle 1: Continuous improvement and building trust

Principle 3: Collaboration and engagement

Methodology and data sources

Results are assessed through:

- regular review of international standards for comparison and benchmarking
- participation in global and regional conferences and bilateral discussions, and hosting of overseas delegations
- meeting our obligations under various MoUs with ICAO, the International Air Transport Association, the European Union Aviation Safety Authority and others
- participation in ICAO meetings, regional working groups, study groups and taskforces
- capacity building activities with the Directorate General of Civil Aviation Indonesia and Civil Aviation Safety Authority in Papua New Guinea
- portfolio-wide approaches to strengthen aviation safety with other regulators in the South Pacific nations
- regular engagement with the Pacific Aviation Safety Office
- regular engagement with the Air Navigation Commission and the ICAO Council
- approval of funding agreements by the sponsoring agency.

Changes since Corporate Plan 2025–26

Targets have been consolidated and revised to focus on CASA's obligations and activities within the international regulatory framework.

Previous result

Targets relating to the contribution to the development of ICAO standards and recommended practices, and our obligations under the USOAP have been **achieved** since they were introduced in 2024–25.



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

Key activity 1.3: Safety standards

Key activity 1.3 captures the activities that CASA will undertake to maintain safety standards and compliance with Australian Government regulatory policies.



Performance measure

CASA develops and implements the aviation regulatory system.

Timeframe	Target focus: Regulatory framework
2026–27 to 2029–30	CASA adheres to Australian Government regulatory policies. Regulatory development and implementation against the planned forward regulatory program is achieved.

Rationale

CASA’s regulatory philosophy supports the development and implementation of the aviation safety regulatory framework. The philosophy includes 10 core principles to support meaningful, effective and consistent implementation through all aspects of our engagement with the aviation community

CASA also aligns to Australian Government requirements and processes for regulatory development activities.

Link to ministerial Statement of Expectations

- 3(i): I expect CASA to have a publicly available document setting out its regulatory philosophy, and to implement its regulatory approach in accordance with that philosophy.
- 4(b): provide me with a forward annual regulatory program, including a report on how industry and stakeholder views have been considered as part of CASA’s Corporate Plan each year.

Alignment with principles of regulator best practice

- Principle 1: Continuous improvement and building trust
- Principle 3: Collaboration and engagement

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

Key activity 1.3: Safety standards (continued)

Methodology and data sources

Results are assessed through:

- evidence from regulatory instruments, internal policies and compliance records demonstrating that aviation safety standards are developed and implemented in accordance with Australian Government regulatory policy, CASA governance frameworks and its regulatory philosophy
- monitoring and reporting against the forward regulatory program, including milestone tracking, delivery timelines and variance analysis to assess progress against planned regulatory initiatives
- technical documentation demonstrating that safety standards incorporate specialist expertise, international best practice and relevant ICAO standards
- consultation outputs, including stakeholder submissions, feedback and advisory group records, evidencing how industry input is incorporated into regulatory development.

Changes since Corporate Plan 2025–26

The key activity was revised to provide consistency with terminology used within the international and national regulatory frameworks. The performance measure was revised to clearly focus on CASA's active role in developing and implementing the aviation safety system, replacing the subjective term 'excellence' with a clear description of activity. The targets were also revised to focus on adherence to government policies and to improve clarity, measurability, and accountability.

Previous results

The planned outcome for adherence to government regulatory policies has been **achieved** since this target was introduced in 2022–23.

The planned outcome for regulatory development and implementation against the program was **not achieved** in 2024–25.

Objective 2: Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes

While the safety regulation of civil aviation remains CASA's primary function, CASA also provides safety-focused education and training programs to encourage a greater acceptance by the aviation industry of its obligations to maintain high standards of aviation safety.

CASA's commitment to being proactive reinforces our current engagement activities and our intention to extend engagement to all operational areas, to increase the visibility of CASA within the industry and widen the promotion of aviation safety to focus on safety outcomes beyond compliance.

We also focus on engagement to educate and enable operator-led safety management, thereby ensuring appropriate risk ownership and reducing reliance on CASA.

Key activities overview

➤ 2.1 Stakeholder engagement



Objective 2: Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes

Key activity 2.1: Stakeholder engagement

Key activity 2.1 captures the activities that CASA will undertake to communicate clearly, transparently and regularly with stakeholders, including in the provision of services.



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.

Timeframe	Target focus: Engagement, education and satisfaction
2026–27 to 2029–30	100% of significant regulatory changes are publicly consulted and outcomes are informed by industry feedback.
	CASA's stakeholder satisfaction and client sentiment shows a stable or increasing trend.
	CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend.

Rationale

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

Link to ministerial Statement of Expectations

4(a): release an exposure draft of proposed regulations for industry and stakeholder consultation before draft regulations are submitted to me for consideration, unless the matter is urgent, and/or any delay would impact on aviation safety.

5(a): engage clearly, transparently and regularly with stakeholders regarding CASA's activities and functions, including regulatory development.

Alignment with principles of regulator best practice

- Principle 1: Continuous improvement and building trust
- Principle 3: Collaboration and engagement

Objective 2: Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes

Key activity 2.1: Stakeholder engagement (continued)

Methodology and data sources

- Tracking of outcomes through the CASA Consultation Hub for all significant regulatory changes.
- Review of consultation outcomes, including submissions, feedback summaries and decision records, to demonstrate how industry input was considered and informed final regulatory changes.
- Analysis of stakeholder satisfaction and client sentiment data from surveys, complaints and enquiries, digital feedback channels and real-time analytics, benchmarked over time and against comparable service sectors to identify stable or improving trends.
- Evaluation of education and safety promotion activities using campaign performance metrics (e.g. reach, engagement), stakeholder feedback, independent research and post-implementation reviews to assess effectiveness and inform continuous improvement.
- Monitoring of stakeholder engagement and consultation outcomes through participation data, submission volumes and qualitative feedback to assess the effectiveness of communication approaches and their contribution to stakeholder sentiment.

Changes since Corporate Plan 2025–26

Nil

Previous results

Planned outcomes for all 3 targets relating to engagement and education have been **achieved** since they were introduced in 2020–21.



Objective 3: Organisational improvement in service delivery and workforce planning

Under the ministerial Statement of Expectations 2025–2027, CASA will manage its operations and the performance of its statutory functions, including by developing and implementing effective and efficient regulatory, operational, financial, personnel and administrative activities.

CASA will continue to strengthen its approach to service delivery by enhancing its online service offering and ensuring that regulatory services are timely, transparent and responsive, supporting industry participation and improving both efficiency and safety outcomes.

CASA will identify specific and targeted organisational improvement priorities to facilitate clarity and shared understanding among CASA decision-makers regarding investment decisions.

Importantly, this objective supports the development of a forward work program and provides a clear foundation for the organisation, enabling alignment and integration across strategy and delivery.

Key activities overview

► 3.1 Service delivery and workforce management



Objective 3: Organisational improvement in service delivery and workforce planning.

Key activity 3.1: Service delivery and workforce management

Key activity 3.1 captures the activities that CASA will undertake to build its workforce capability, ensuring that the right skills and capabilities are in the right place at the right time. CASA’s services underpin the aviation industry’s safe participation in the sector, and we are committed to providing responsive, professional and efficient service delivery.



Performance measure

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

Timeframe	Target focus: Workforce management
2026–27 to 2029–30	CASA ensures its workforce is managed in accordance with workforce priorities.

Rationale

Our ability to adapt to the rapidly changing aviation industry is crucial, as is our commitment to supporting and developing our people.

CASA is focused on ensuring that we have a workforce that is suitably qualified and trained now and into the future.

Link to ministerial Statement of Expectation

3(d): I expect CASA’s resources to be used in a proper manner, following best practice principles and guidelines.

Alignment with principles of regulator best practice

Principle 1: Continuous improvement and building trust

Methodology and data sources

Results are assessed through:

- analysis of staff surveys to identify shortfalls.
- analysis of CASA’s performance against deliverables in the workforce plan.
- managers’ ready access to reporting from CASA Learning Academy for Safe Skies (CLASS) and One Model systems (updated weekly) that identifies compliance with mandatory training requirements for all positions.

Changes since Corporate Plan 2025–26

Nil

Previous results

The planned outcome for workforce management have been **achieved** since target introduced in 2019–20.

Objective 3: Organisational improvement in service delivery and workforce planning.

Key activity 3.1: Service delivery and workforce management (continued)



Performance measure

All regulatory services we deliver have defined timeframes that are followed.

Timeframe	Target focus: Service delivery
2026–27 to 2029–30	CASA ensures that 80% of regulatory service decisions are made in accordance with published service delivery timeframes for all regulatory services.

Rationale

CASA services are critical to the aviation industry's safe participation in the sector. We have a commitment to providing responsive and professional services in line with our service delivery standards.

Link to ministerial Statement of Expectation

5(a): engage clearly, transparently and regularly with stakeholders regarding CASA's activities and functions, including regulatory development.

5(b): engage effectively with Government and each of the various sectors which comprise the Australian aviation community.

Alignment with principles of regulator best practice

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

Methodology and data sources

Results are assessed using data reports from systems including the EAP System, the Medical Records System (MRS), and Microsoft Customer Relationship Management.

Performance percentages are calculated for each service type (Stakeholder Engagement and Regulatory Oversight) by dividing the number of applications completed within the target timeframe by the total number of applications received. A total weighted performance result is then determined by calculating the proportional contribution of each service type and adding them together.

Changes since Corporate Plan 2025–26

The target for the development and publication of regulatory service timeframes has been removed as it has been achieved.

Previous results

The planned outcome for meeting 80% of service delivery timeframes has been **achieved** since it was introduced in 2019–20.

Objective 3: Organisational improvement in service delivery and workforce planning.

Key activity 3.1: Service delivery and workforce management (continued)



Performance measure
Improved service delivery through digital solutions.

Timeframe	Target focus: Digital submission
2026–27 to 2029–30	An increasing percentage of users engage with CASA services via digital channels.

Rationale
By measuring engagement with digital channels, CASA can continue to improve its online presence and service offering to support the aviation industry with improved efficiency and consistency.

Link to ministerial Statement of Expectation
5(a): engage clearly, transparently and regularly with stakeholders regarding CASA’s activities and functions, including regulatory development.
5(b): engage effectively with Government and each of the various sectors which comprise the Australian aviation community.

Alignment with principles of regulator best practice
Principle 1: Continuous improvement and building trust

Methodology and data sources
Results are assessed through:

- the number of business transactions completed digitally (within the myCASA portal) compared to the total number of transactions
- a reduction in manual application compared to the increase in online applications
- a comparison of results to the previous year’s results.

Changes since Corporate Plan 2025–26
Nil

Previous results
Targets relating to digital submissions have been **achieved** since they were introduced in 2024–25.

PART FOUR

Compliance summary

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Compliance summary

The following tables demonstrate our compliance with the corporate plan requirements under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), the *Civil Aviation Act 1988* and the Australian Airspace Policy Statement (AAPS) issued under section 8 of the *Airspace Act 2007*.

Public Governance, Performance and Accountability Act requirements

This corporate plan complies with the requirements of section 35 of the PGPA Act, Clause 16E of the PGPA Rule, subsection 35(1) of the PGPA Act, and Resource Management Guide 132 – Corporate plans for Commonwealth entities.

PGPA Rule reference	Required element	Legislative requirement	Corporate plan reference
Section 16E(2), item 1	Introduction	The following: • a statement that the plan is prepared for section 35(1)(b) of the PGPA Act • the reporting period for which the plan is prepared • the reporting periods covered by the plan.	Part 1: Introduction Page(s): 10
Section 16E(2), item 2	Purposes	The purposes of the entity.	Part 1: Introduction Page(s): 11
Section 16E(2), item 3	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	Part 2: Operating context and Part 3: Performance Page(s): 16–37, 38–57
Section 16E(2), item 4	Operating context	For the entire period covered by the plan, the following:	Part 2: Operating context Page(s): 16–37
Section 16E(2), item 4(a)	Environment	(a) the environment in which the entity will operate.	Part 2: Operating context Page(s): 18–23
Section 16E(2), item 4(b)	Capability	(b) the strategies and plans that the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	Part 2: Operating context Page(s): 32–33
Section 16E(2), item 4(c)	Risk oversight and management	(c) a summary of the risk oversight and management systems of the entity, and key risks that the entity will manage and how those risks will be managed.	Part 2: Operating context Page(s): 34–37

PGPA Rule reference	Required element	Legislative requirement	Corporate plan reference
Section 16E(2), item 4(d)	Cooperation	(d) details of any organisation or body that will make a significant contribution to achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes.	Part 2: Operating context Page(s): 24–31
Section 16E(2), item 4(e)	Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	CASA does not have any subsidiaries.
Section 16E(2), item 5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	Part 3: Performance Page(s): 38–57

Civil Aviation Act requirements

This corporate plan complies with the requirements of section 44 of the Civil Aviation Act.

Civil Aviation Act reference	Required element	Corporate plan reference
Section 44(1)	A corporate plan must be prepared under section 35 of the <i>Public Governance, Performance and Accountability Act 2013</i>	Part 1: Introduction Page(s): 10
Section 44(2)	The plan must include details of the following matters: - analysis of risk factors likely to affect safety in the aviation industry - human resource strategies and industrial relations strategies - any other matters required by the minister.	Part 2: Operating context Page(s): 20–21, 26–27, 32–33, 34–37
Section 44(3)	In preparing the plan, the Board must take account of notices given under section 12A.	Part 1: Introduction Page(s): 10

Airspace Act requirements

This corporate plan complies with the requirements of the Australian Airspace Policy Statement 2026 issued under section 8 of the *Airspace Act 2007*.

AAPS reference	Required element	Corporate plan reference
Paragraph 45	CASA will provide advice on the major initiatives and priorities of the OAR in its corporate plan including those covering the government’s policy objectives outlined in Paragraphs 9 to 16.	Part 2: Operating context Page(s): 26–27



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