Australian Government
Civil Aviation Safety Authority



ANNUAL REPORT
2025–26

Acknowledgement of Country

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



OUR WAY, 2019
JAMES BABAN
Indigenous artist born and raised in Larrakia Nation, Darwin, Northern Territory.

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Letter to the Minister

Australian Government
Civil Aviation Safety Authority

CHAIR – CASA BOARD

13 October 2026

The Hon Catherine King MP
Minister for Infrastructure, Transport,
Regional Development and Local Government
Parliament House
CANBERRA ACT 2600

Dear Minister

Civil Aviation Safety Authority Annual Report 2025–26

On behalf of the Civil Aviation Safety Authority (CASA), I present to you CASA's annual report for the reporting year 1 July 2025 to 30 June 2026, for your approval.

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

The report is made in accordance with a resolution of the Board of CASA, which is responsible under section 46 of the PGPA Act for presenting an annual report to you, for presentation to the Parliament, on CASA's activities during the period. The annual report was reviewed by the Board and approved on 13 October 2026.

Yours sincerely

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

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

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1 PART ONE

Introduction and overview

This part of the report provides an overview of CASA. It describes our role and the people, projects and resources involved in regulating aviation safety in Australia and progressing CASA's vision: *Safe skies for all*.



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Overview of the Civil Aviation Safety Authority

The Civil Aviation Safety Authority (CASA) is an independent statutory authority established in 1995 by the *Civil Aviation Legislation Amendment Act 1995* amending the *Civil Aviation Act 1988* accordingly.

Role

CASA's key role under the Civil Aviation Act is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory, within a regulatory framework established to maintain, enhance and promote the safety of civil aviation.

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

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

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

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

Operating environment

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

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

At 30 June 2026, CASA had a direct regulatory relationship with:

- **75,617** pilots, including
  - over **44,800** remote pilots
  - over **30,000** aeroplane and helicopter pilots
- **1,030** air traffic controllers, an 8.5% increase over 2024–25 (949)
- **10,534** licensed aircraft maintenance engineers
- the operators of
  - **16,636** registered aircraft
  - **35,029** active registered drones
  - **334** certified aerodromes
- the holders of
  - **634** air operator certificates, a 1.6% increase over 2024–25 (624)
  - **3,245** remotely piloted aircraft operator certificates, a 7.8% increase over 2024–25 (3,011)
  - **510** maintenance organisation certificates, a 5.6% decrease compared to 2024–25 (540).[1]

1 The 2024–25 Annual Report incorrectly listed pilots and aircraft operating under sport and recreation aviation organisations as forming part of the total numbers.

How CASA enhances aviation safety

- The National Oversight Plan (NOP) has been introduced progressively over the past 3 years to support CASA's risk-based approach to regulatory oversight. Drawing on data from the NOP's 6 oversight elements, CASA undertakes targeted surveillance and regulatory activities across the aviation industry, including air transport operations, aerial work operations, remotely piloted aircraft systems, maintenance providers, manufacturers, design organisations, aviation training organisations, flying schools and sport and recreation aviation organisations.
- We develop and maintain a regulatory framework supported by guidance material and regulatory aids, which we review and update in consultation with industry.
- We provide safety education seminars, programs and resources for industry and the public, to encourage a greater acceptance by the aviation community of its obligation to maintain high standards of aviation safety.
- We regulate Australian-administered airspace (including a rapid response service for authorities requiring protected airspace at short notice), certified aerodromes, aerodrome rescue and firefighting services, and civilian air traffic control services, and oversee designers of instrument approach procedures.
- We issue licences, certificates, authorisations, approvals and other permissions required by persons and organisations undertaking aviation-related activities under the civil aviation legislation in Australia and overseas.
- We analyse data to determine appropriate interventions to maintain and improve Australian aviation safety performance.
- We administer the medical standards applicable to the aviation community, including by providing advice and support to aviation medical delegates.
- We conduct the oversight of foreign and domestic aircraft operations within Australian territory, and the operation of Australian aircraft outside Australian territory.
- We take appropriate enforcement actions when necessary.
- We participate in panels and forums of the International Civil Aviation Organization (ICAO), and help to shape aviation policy and approaches to safety at a regional and global level.
- We proactively engage and maintain positive working relationships with the National Aviation Authorities Network and other key aviation authorities to streamline industry standards and requirements, and foster cooperation, learning and sharing of best practices.

Trends in aviation accidents

CASA conducts routine quantitative sector accident analysis to identify and monitor aviation safety risks and trends. Our analysis remains aligned with the reporting mechanisms included in the National Aviation Safety Plan and uses various data sources, such as Airservices Australia and the ATSB, with oversight from CASA's Aviation Safety Committee.

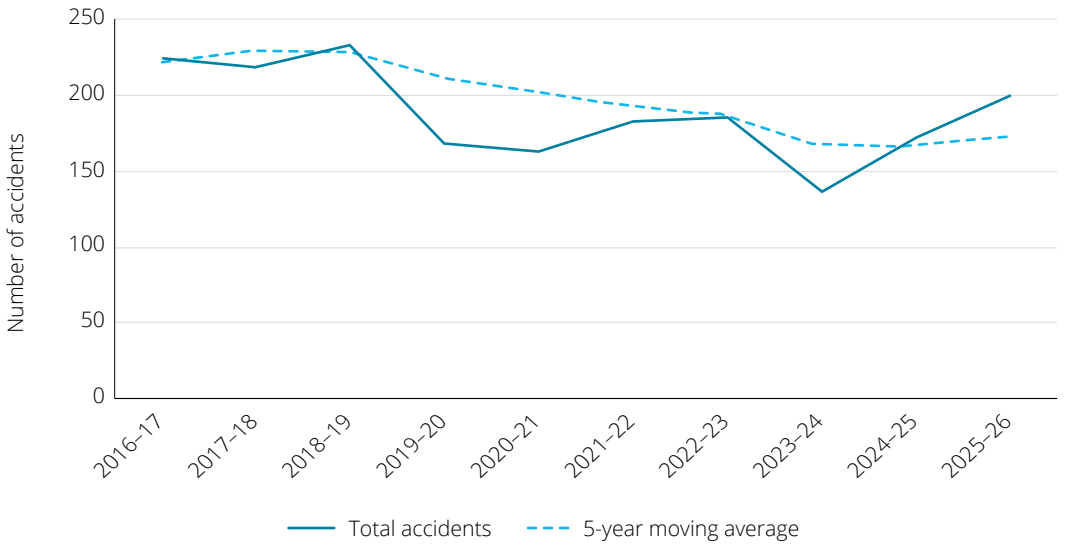
Where possible, this analysis uses aircraft departures (number of take-offs) to determine an accident rate (the accident count standardised against aircraft departures). Where departures are not available for a given sector, and to ensure the timely availability of safety information, the Aviation Safety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

The overall accident trend declined for the period 2016–17 to 2025–26 (see Figure 1). Individual sectors had varying accident numbers, and uncrewed aviation had a long-term increase in the number of accidents. Commercial air transport, commercial aviation, and non-commercial aviation all had steady or decreasing long-term trends.

There were 200 accidents in 2025–26, which is slightly above the 10-year average of 197.9 accidents. Noting the long-term downwards trend in the total number of accidents, CASA has determined that there is no immediate risk to aviation safety in Australia and that significant changes to mitigation practices are not required.

For more details, see the discussion of our regulation, oversight and assurance activity in Part 2 of this report.

Figure 1. Overall aviation industry accident trend and moving average



Source: Australian Transport Safety Bureau (ATSB)

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

Our organisation

CASA is committed to supporting a safe and inclusive workplace.

CASA had 852 ongoing and non-ongoing employees in offices around Australia at 30 June 2026, and an average staffing level of 829 full-time equivalent employees for 2025–26.

Values

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

Excellence: to strive to excel in all we do.

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

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

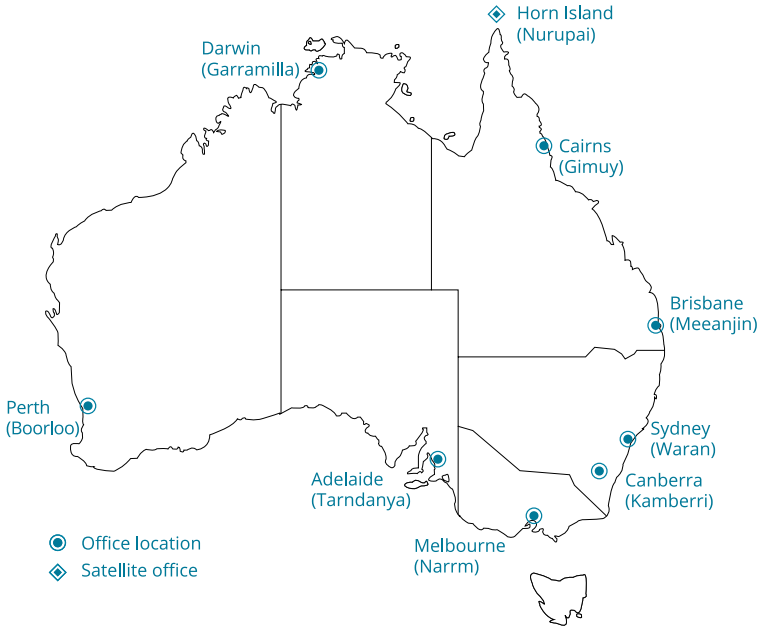
Teamwork: to work together to promote a strong, cohesive and highly effective workforce.

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

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

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

Locations



Portfolio outcome

As an entity in the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio, CASA has a single portfolio outcome, which is set by the Australian Government and outlined in the portfolio budget statements:

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

Corporate objectives

This annual report addresses the vision, mission and objectives of the *CASA Corporate Plan 2025–26*.

Vision

Safe skies for all

Mission

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

Objectives

1. Maintain and enhance a fair, effective, efficient and responsive aviation safety regulation system
2. Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes
3. Organisational improvement in service delivery and workforce planning

Performance

In 2025–26, CASA's portfolio budget statements and corporate plan set out 5 key activities, with 11 performance measures and 21 targets. Sixteen targets were achieved and 5 were not achieved.



Message from the Chair of the Board

The business of an aviation safety regulator, and indeed everyone involved in aviation, is to minimise risk and maintain safety. A good day in aviation is when everything operates as planned and nothing newsworthy happens.

For an aviation regulator like CASA, this creates a paradox in which the organisation strives for a system which could be described by some as routine but still requires people to understand that achieving safe outcomes takes focus and continuing hard work.

Looking back over the past year, I see considerable evidence of CASA's increased attention on risks and successful risk management. The Board is pleased with work to finalise the implementation of the flight operations regulations, embed the NOP into day-to-day operations, improve regulatory service delivery and continue to develop airspace reforms to safely support the changing demands of the aviation industry.

The NOP is a big step forward. It provides a new whole-of-CASA framework for safety oversight that incorporates all elements of the organisation's engagement with the aviation industry. Safety data and risk analysis is being used more effectively, with risk profiles of individual aviation sectors facilitating a focus on existing and emerging safety issues. At the same time, the implementation of the final stages of the flight operations regulations means that many aviation organisations are being asked to pay even more attention to managing risk by using safety management systems and enhancing human factors and non-technical skills training. These changes are driving greater collection and analysis of data, assisting operators and CASA to make more informed safety decisions in the future.

In the same way as CASA is asking industry to be more focused on data and risk, CASA itself is collecting data to better understand its own performance and how it can continue to improve. Part of this includes making sure the organisation focuses on the things that really matter from a safety perspective. Another part is about ensuring CASA remains accountable. For example, CASA's service delivery dashboard provides transparent data to industry on current turnaround times and how CASA is performing against its service level standards.

Data is more valuable today than it has ever been, particularly as tools such as artificial intelligence (AI) make it possible to quickly and easily derive valuable insights from large data sets. The big picture shows accident rates have reduced and safety has improved quite dramatically over the last 40 to 50 years. Comparing the 1980s to the 2020s reveals a 35% reduction in the number of fatal aviation accidents in Australia and a halving of the number of fatalities. If the data is standardised by taking into account the almost 50% increase in flight hours since the 1980s, the rate of fatalities has been cut by 60%.

While these improvements over the longer term have been impressive, the data also shows the fatal accident rate has been stable over the last 10 years with no statistically significant trend. The accident rate is not getting worse, but we are no longer seeing big improvements. What we are seeing in relation to serious incidents shows there are more safety occurrences in areas such as aircraft separation, instructional flying, runway operations at non-controlled aerodromes, and in aerial agriculture.

This provides a clear message: collectively, we need to be doing more analysis and further work to improve safety. This is not CASA's role alone – it requires effort from everyone operating in Australia's aviation system. When safety data is used to greatest effect it becomes a safety tool for all of us. Doing more to facilitate this flow of safety data will be an ongoing focus for the Board.

The Board values the insights it receives during meetings with people from all sectors of the industry. In the past year we held sessions in Adelaide, Darwin, Brisbane, Melbourne and Launceston that provided valuable insights into current issues and challenges. I can assure everyone that the feedback we get from these conversations is discussed by the Board and adds value to CASA's focus.

During the year there were 2 Board-related announcements by the Minister for Infrastructure, Transport, Regional Development and Local Government. Greg Hughes was appointed to the Board and Pip Spence was reappointed as Chief Executive Officer and Director of Aviation Safety. Greg Hughes has decades of senior leadership experience in the aviation and transport sectors, with expertise in operations, governance and strategic oversight across complex and safety-critical environments. This experience aligns strongly with CASA's mandate to promote a collaborative safety culture and maintain rigorous safety oversight. We also farewelled outgoing Board member Jackie Korhonen, with sincere thanks for the invaluable contributions she made during her 3 years on the Board.

Pip's re-appointment for 2 more years gives CASA continuity and stability while the work to build an even stronger organisation continues. On behalf of the Board, I thank everyone in CASA and the aviation community for their work over the year to maintain the highest possible safety standards.





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

Review by the Chief Executive Officer and Director of Aviation Safety

Change is rarely easy. Anyone who has experienced organisational change, adopted new processes, or just been asked to do their job differently knows of the often long and challenging journey from concept to delivery.

CASA has been travelling that road and 2025–26 saw a successful transition to the NOP, which provides us with an 'end-to-end' approach to oversight of the aviation community.

The NOP has been under development for several years and is founded on a risk-based approach to CASA's responsibilities and desired outcomes. It draws together the delivery of key functions, including entry control through issuing licences and certificates, renewing approvals, conducting surveillance of aviation operations, undertaking enforcement activities where required, and delivering safety education.

At its core, the NOP is designed to make sure we consider every interaction an authorisation holder has with CASA. This provides a comprehensive picture not only of the performance of individual organisations and people, but also of aviation sectors and, ultimately, the entire Australian aviation system.

For aviation organisations, the NOP aims to make CASA's oversight approach easier to understand by clearly linking regulatory activity to risk, operational complexity and organisational scale. The result is a more transparent and proactive system. In terms of our scheduled surveillance, we have moved beyond a simple program of scheduled audits to an integrated, multi-year model that draws on all of the data available to us to identify potential safety risks, examine where intervention may be needed, and determine the most effective response.

Our focus is on practical safety outcomes. Continuous improvement is built into the NOP through the collection, analysis and effective use of data to inform our oversight posture. The insights we gain help shape safety education – an important pillar of the NOP – to support our activities and provide greater transparency around regulatory decisions. Ultimately, the goal is to build even greater confidence in Australia's aviation system among both industry participants and the broader public.

This has been a significant change, and naturally it has taken time. The NOP is not a static system. As it continues to be used, we will refine and improve it, informed by feedback from industry. I would like to thank the many CASA staff who contributed to its development and implementation, as well as those now using the system in their daily work. Staff have been asked to think and work differently, and their willingness to embrace the NOP reflects their strong commitment to aviation safety.

Another important achievement during the year has been the increase in licensed aircraft maintenance engineer (LAME) licences issued. We've seen the number of LAME licences issued in 2025–26 increase by almost 50% compared with the previous year. We've listened to industry concerns about workforce shortages and introduced a range of measures to help address them. Throughout this process, it has been essential to strike the right balance: reducing barriers to obtaining a LAME licence without compromising safety standards.

To achieve this, we introduced a modular training framework and drew more attention to our self-study pathway, particularly benefiting people in regional and remote areas.

We also geared up a 12-month trial to expand Australia's recognition of overseas qualifications, which went live just outside of the reporting period. Under the trial, licensed aircraft maintenance engineers from the United States of America and the United Kingdom can apply for an Australian Part 66 licence through a new recognition pathway.

As aviation activity continues to grow, so does demand for CASA's regulatory services. A key factor in meeting this demand has been the expansion of our digital services through the myCASA portal. We are consistently delivering 80% of regulatory services to individuals within published timeframes, achieving our stated target. We know we have more work to do, but it is a key focus for the organisation.

Aviation organisations now have more services available online, improving service delivery times, and we will continue to expand the range of digital services available. We have also introduced smart forms that allow applicants to identify and correct issues before submission, saving both applicants and CASA time and effort.

There will always be some regulatory services that take longer because they involve complex or unique circumstances and require detailed safety assessments. While CASA will continue to process these applications as efficiently as possible, applicants can help by engaging with us early and maintaining realistic expectations about timeframes.

This year also marked the final stage of implementing the comprehensive suite of flight operations regulations introduced in late 2021. On 2 December 2026, all exemptions allowing operators to defer adoption of certain aspects of the new regulations will expire. These exemptions were introduced to give industry sufficient time to prepare for requirements such as safety management systems and human factors and non-technical skills training. I thank everyone across industry and within CASA who has contributed to implementing these important safety improvements.

There has also been significant work across many other areas throughout 2025–26, all contributing to the continued safety of Australia's aviation system. My sincere thanks go to CASA staff and the aviation community for their ongoing commitment to maintaining safe skies for all.





Pip Spence PSM
Chief Executive Officer
Director of Aviation Safety

Interesting figures from 2025–26

Digital engagement

- **636,707** unique views on CASA's homepage, casa.gov.au
- **677,816** views of the Australian Civil Aircraft Register through the CASA website
- **1,269** downloads of CASA's online aerodrome maps
- **2,998** orders placed and **82,320** items despatched through our online store

Aviation safety education and engagement

- **339** on-site visits, reaching more than **4,300** industry members
- **17** technical working group and **4** expert reference group meetings conducted with **111** industry members represented
- **3,601** registrations to attend AvSafety seminars and webinars
- Nearly **2,200** downloads of AvSafety information cards
- **95,685** users and **174,691** page views of the pilot safety hub, casa.gov.au/pilots
- More than **81,300** clicks on CASA-verified drone safety apps via the website knowyourdrone.gov.au
- Over **71,000** searches on casa.gov.au/packright, with the most-searched topics being power banks, spare batteries, small electrical appliances, disposable razors, dry batteries and laptops

Service delivery and regulatory activity

- **3,490** enquiries, from **2,913** individual enquirers
- **170,723** regulatory services jobs received, comprising **161,827** individual requests and **8,896** requests for organisations
- **66,103** phone calls to CASA via 131 757, related to:
  - **38%** aviation medicine
  - **27%** licensing and registration
  - **11%** other CASA areas
  - **10%** remotely piloted aircraft/drones
  - **8%** myCASA and the self-service portal
  - **6%** regulatory services and organisational approvals
- **36,182** email enquiries and requests (excluding applications) reviewed and actioned by the Client Services Centre
- **63,749** applications received and processed manually across licensing, registration, aviation medical certification, and other administrative services
- **16,167** alcohol tests and **1,635** drugs tests performed

Sport and recreation

- **9** approvals for rocket launches
- **1** approval for a heavy uncrewed balloon flight
- **8,197** aircraft operating under sport and recreation aviation organisations[2]
- **14,763** certificated sport and recreation pilots operating under approved self-administering aviation organisations

2 The 2024–25 Annual Report incorrectly showed this figure as 7,160 instead of 8,414.

Financial summary

Income and expenses

Income	Expenses
$206.5 million	$219.3 million
△ $10.6 million from 2024–25 (5.4%)	▽ $2.5 million from 2024–25 (1.1%)

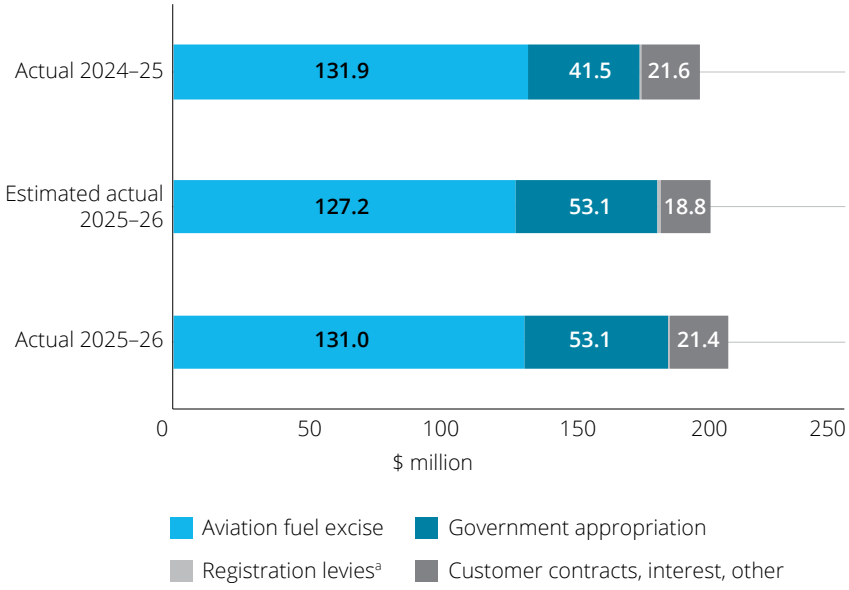
CASA recorded an operating deficit of $12.8 million in 2025–26, compared to a deficit of $25.9 million in 2024–25. The difference reflects a 5.4% increase in income and a 1.1% decrease in expenses.

The increase in income was primarily due to supplementary funding provided in 2025–26. This was partially offset by a decrease in interest revenue due to a reduction in cash reserves.

The decrease in expenses was primarily due to a decrease in supplier costs and other expenses.

Figure 2 shows the change in income, along with the revenue sources, from 2024–25 to 2025–26, and compares actual results to budget estimates for 2025–26.

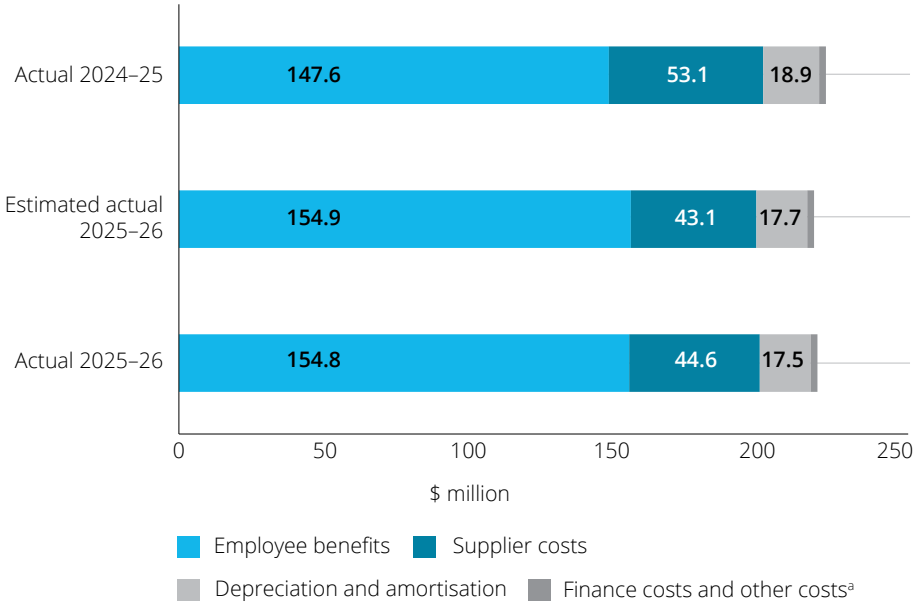
Figure 2. Actual revenue for 2024–25 and actual and budgeted revenue for 2025–26



a. The actual revenue for 2024–25 was $0.8 million and the estimated actual and actual revenue for 2025–26 was $1.0 million.

Figure 3 shows the change in expenses, along with the expenditure types, from 2024–25 to 2025–26 and compares actual results to budget estimates for 2025–26.

Figure 3. Actual expenses for 2024–25 and actual and budgeted expenses for 2025–26



a. The actual expenses for 2024–25 and estimated expenses for 2025–26 were $2.1 million and the actual expenses for 2025–26 were $2.4 million.



Cash flow

CASA's cash balance (including short-term investments) at 30 June 2026 was $119.0 million, a $1.3 million increase from 2024–25. This was mainly represented by net cash received from operating activities of $8.4 million (compared to $2.6 million used in 2024–25), and net cash used in investing activities (property, plant and equipment and intangibles) of $0.2 million ($10.4 million in 2024–25). This was offset by $6.8 million net cash used for financing activities (leased buildings), an increase of $1.1 million compared to 2024–25.

The cash balance provides funding for CASA's capital replacement and investment program and for the estimated future payments to be made in respect to employee entitlements.

Financial position

CASA's financial health is indicated by its ability to sustain its asset base, pay debts, and manage long-term liabilities with prudence. CASA maintained a sound financial position demonstrated by total assets exceeding total liabilities, with a net assets position of $94.9 million. This remains sound, despite a reduction of $12.7 million in 2025–26.

Financial outlook

The details below are reflected in the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2026–27*.

CASA is budgeting for an operating deficit of $20.5 million in 2026–27, followed by deficits of $16.7 million in each of 2027–28, 2028–29 and 2029–30. This is reflected by CASA's balance sheet projection showing a decrease in net assets over the forward years.

CASA's total forecast income for 2026–27 is $213.7 million, derived as follows:

- $62.0 million from government appropriations
- $131.7 million from the aviation industry through the collection of excise revenue on aviation fuel sold for domestic air travel
- $13.5 million from regulatory service fees plus other revenue from industry
- $1.0 million from the drone levy
- $5.5 million from the interest from investments and cash deposits.

CASA's cash balance is budgeted to be above $50 million in 2026–27 and the forward years, decreasing to $36 million by 2029–30. Across the estimates, appropriation revenue is expected to remain consistent; however there is an expected reduction in interest revenue due to anticipated operating losses and utilisation of cash reserves.

Aviation fuel excise revenue is expected to increase by 2.5% in 2027–28 with expected increases of 2.6% in 2028–29 and 2.5% in 2029–30.



Image: Andreas Marcelja launching the *Your safety is in your hands* campaign at the FlySafe forum, Sydney, on 16 August 2022.

Your safety is in your hands: 4 years of impact

When *Your safety is in your hands* launched, the challenge was not a lack of safety information. It was helping pilots find information they saw as relevant, accessible, trusted and credible.

Pilots have always understood the importance of safety, but before the campaign many told us it was hard to stay across safety information. More than 1 in 4 pilots found it difficult to keep up to date, and 2 in 3 pilots wanted a single, trusted place to go. AvSafety seminars were well regarded, but the timing and location of seminars were often barriers to attending for many pilots.

The campaign set out to make safety information easier to find, easier to use and more relevant to the way pilots fly, so that it became a regular part of planning and flying.

Four years on, the shift is clear. Pilots are now engaging with safety information more often and more proactively. The proportion of pilots accessing safety information 3 times or more per month has increased from 50% to 72%.

Awareness of the campaign is approaching universal, as nearly 9 in 10 pilots recognise the campaign. Adopting safer behaviours, learning new information or starting conversations about safety with peers is now the norm, and 7 in 10 pilots say they have taken action after seeing campaign materials.

The campaign has also helped to strengthen our approach to industry engagement. Digital outreach now reaches more pilots, while face-to-face engagement is focused where it has the most impact. That includes regional and remote areas, major industry events, commercial operators and flight schools.

2 PART TWO

Annual performance statements

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



Image: Adobe Stock | Iván Berrocal

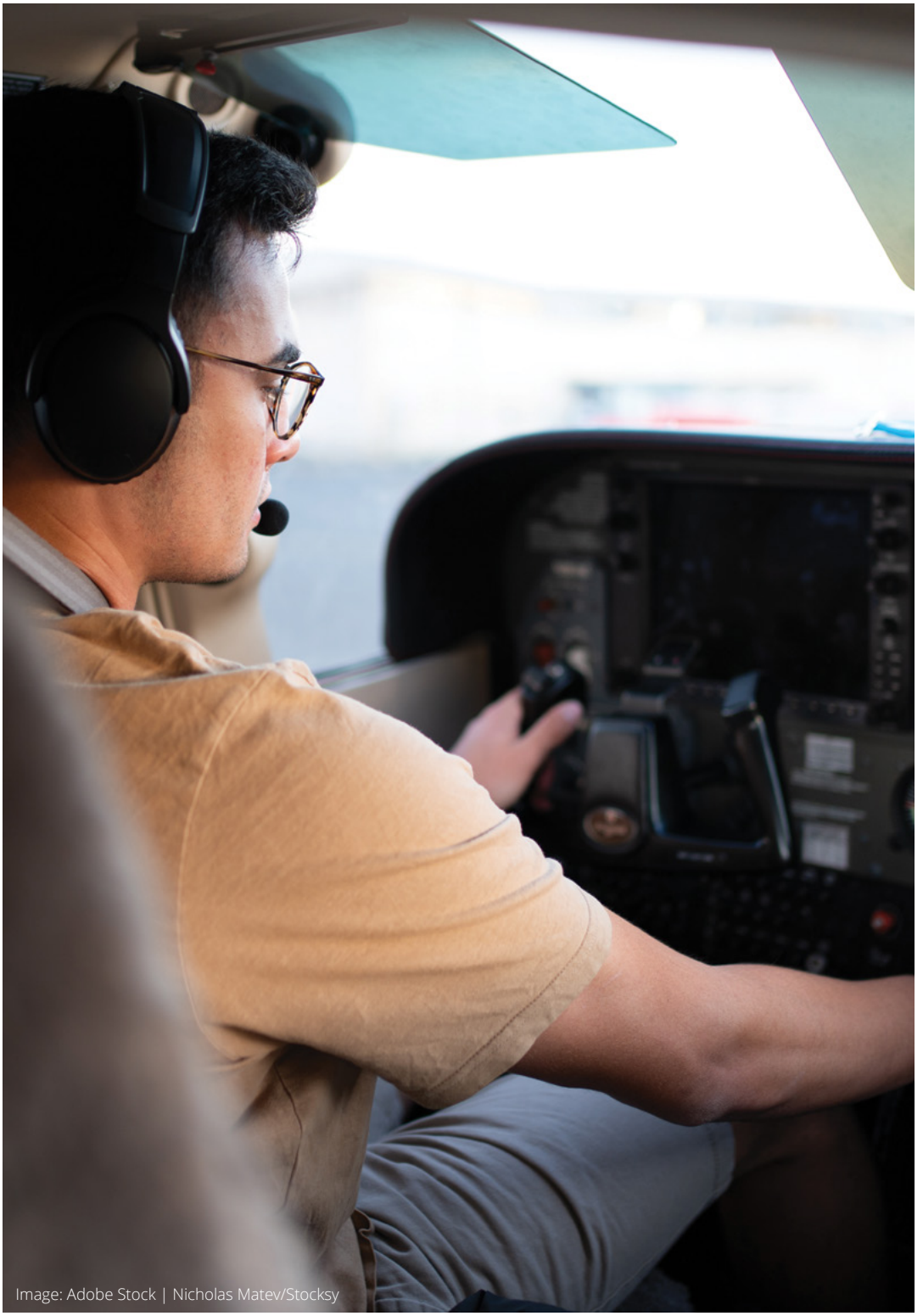


Image: Adobe Stock | Nicholas Matev/Stocksy

Statement of preparation

I, on behalf of the Board of the Civil Aviation Safety Authority, present the 2025–26 annual performance statements of the Civil Aviation Safety Authority, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Civil Aviation Act 1988* and other applicable legislation.

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



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

13 October 2026

Purposes

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

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 is also responsible for classifying Australian-administered airspace and determining the services and facilities provided by approved air navigation service providers, having regard to the efficient use of, and equitable access to, Australian-administered airspace.

Performance framework

CASA measures its performance in achieving its purposes through its portfolio outcome and the strategic direction, objectives, performance measures and responses to the Minister for Infrastructure, Transport, Regional Development and Local Government's Statement of Expectations that are articulated in CASA's corporate plan. A summary of the Statement of Expectations and actions taken during 2025–26 is provided in Appendix D of this report.

As an entity in the Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio, CASA was responsible for one outcome in 2025–26:

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

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

- pages 234 to 238 of the *Infrastructure, Transport, Regional Development, Communications and the Arts Portfolio Budget Statements 2025–26* (May 2025)
- pages 33 to 49 of the *CASA Corporate Plan 2025–26*.

No additional performance measures were identified for CASA in portfolio additional estimates statements or other portfolio statements in 2025–26.

Results achieved

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

As outlined in the 2025–26 portfolio budget statements and CASA's 2025–26 corporate plan, we achieved our purposes through 3 objectives supported by 5 key activities that describe CASA's critical functions and processes. CASA demonstrates achievement using 11 performance measures and 21 targets for those activities, as shown in Table 1.

The results represent CASA's performance outcome for 2025–26, with 16 targets (76%) achieved, and 5 targets (24%) not achieved. This is comparable to results in the previous year.

Table 1. Summary of results, 2025–26

Performance measure	Targets	Result
Surveillance determined via a National Oversight Plan consisting of scheduled and response events informed by risk	90% of surveillance events are achieved as detailed in the National Oversight Plan.	✔ Achieved
Enforcement actions undertaken are fair, consistent, and transparent	All decisions reviewed by the Administrative Review Tribunal and/or in the Federal Court are affirmed or not substantially varied in any material respect.	✔ Achieved
	All briefs are accepted by the Commonwealth Director of Public Prosecutions.	✔ Achieved
Number of fatalities	Zero fatalities for commercial air transport (CAT).	✖ Not achieved
	Stable or reducing number of fatalities for: • commercial crewed aviation • non-commercial aviation • uncrewed aviation.	✖ Not achieved
Number of accidents	Stable or reducing accident rate per million departures for CAT.	✔ Achieved
	Stable or reducing number of accidents for: • commercial crewed aviation • non-commercial aviation • uncrewed aviation.	✖ Not achieved
Number of serious incidents	Stable or reducing serious incident rate per million departures for CAT.	✖ Not achieved
	Stable or reducing number of serious incidents for: • commercial crewed aviation • non-commercial aviation • uncrewed aviation.	✖ Not achieved
CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements	CASA uses appropriate global resources and arrangements to support its audit certification processes.	✔ Achieved
	CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and recommended practices.	✔ Achieved
	CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU).	✔ Achieved

Table continued over the page

Table 1. Summary of results, 2025–26 (continued)

Performance measure	Targets	Result
CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework	CASA adheres to government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate.	✔ **Achieved**
	Regulatory development and implementation against the planned program are achieved.	✔ **Achieved**
Clear, open, and transparent engagement with stakeholders, including the aviation industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework	100% of significant regulatory changes are publicly consulted and outcomes are informed by industry feedback.	✔ **Achieved**
	CASA's stakeholder satisfaction and client sentiment shows a stable or increasing trend.	✔ **Achieved**
	CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend.	✔ **Achieved**
CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives	CASA ensures its workforce is managed in accordance with workforce priorities.	✔ **Achieved**
All regulatory services we deliver have defined timeframes that are followed	CASA establishes and publishes regulatory service delivery timeframes for 75% of regulatory services.	✔ **Achieved**
	CASA ensures that 80% of regulatory service decisions are made in accordance with published service delivery timeframes.	✔ **Achieved**
Improved service delivery through digital solutions	An increasing percentage of users who engage with CASA services via digital channels.	✔ **Achieved**



Analysis of performance

This section provides details and analysis of CASA's results in delivering its purpose through the objectives and key activities set out in its 2025–26 corporate plan, as shown in Table 2.

Table 2. Corporate plan objectives and key activities, 2025–26

Objectives	Key activities
1. Maintain and enhance a fair, effective, efficient and responsive aviation safety regulation system	1.1 Regulation, oversight and assurance 1.2 International compliance and engagement 1.3 Safety standards and state safety program
2. Collaborative and proactive engagement with the aviation industry and wider community to promote and support aviation safety outcomes	2.1 Stakeholder engagement
3. Organisational improvement in service delivery and workforce planning	3.1 Service delivery and workforce management

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

Key activity 1.1: Regulation, oversight and assurance

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

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

In 2025–26, CASA achieved 95% completion of scheduled surveillance events, exceeding the corporate plan target of 90%. This strong performance reflects the effectiveness of CASA's approach to planned oversight activity, that has seen CASA progressively transition from the annual National Surveillance Selection Process (NSSP) to a more consistently applied multi-year surveillance plan under the National Oversight Plan (NOP). The NOP provides a standardised, risk-based framework for regulatory oversight, enabling surveillance and other oversight activities to be prioritised according to risk and informed by an authorisation holder's safety performance.

Any scheduled events that were not completed during the year were rescheduled to maintain continuity of regulatory coverage whilst being risk managed.

The multi-year surveillance plan, introduced on 1 July 2024, supports the NOP and focuses on higher-risk authorisation types such as flight operations, flying training and continuing airworthiness, with delivery assessed primarily through identified risks and issues rather than volume of activity. For each authorisation holder included in this stream, a defined number of events and scope outcomes are planned over a multi-year period.

Reporting under this structure focuses more on the issues and risks identified through surveillance than on the number of events delivered. The NSSP stream complements this approach, comprising scheduled surveillance events across other authorisation types such as aerodromes, remotely piloted aircraft systems (RPAS), maintenance personnel licensing and international operations.

The 2025–26 reporting period represents the final year of using 2 surveillance models. From 2026–27, all surveillance will be delivered under the multi-year surveillance plan.

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

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

Sixteen new applications for review of CASA decisions were made to the Administrative Review Tribunal (ART) in 2025–26; an additional 20 matters were carried over from 2024–25.

Of the 24 applications for review finalised by the ART during the year:

- 2 decisions were affirmed
- 3 applications were dismissed
- 2 applications were set aside by consent
- 17 matters were withdrawn by the applicant.

No CASA decisions which were the subject of a substantive hearing before the ART or the Federal Court were varied in any material respect.

As at 30 June 2026, 12 applications remained before the ART with one application on appeal to the ART Guidance and Appeals Panel.

Three applications were made to the Federal Court in relation to CASA matters. One application was resolved in CASA's favour and has now been appealed to the Full Federal Court.

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

CASA referred 4 briefs of evidence to the Commonwealth Director of Public Prosecutions in 2025–26. Of these, 3 briefs were accepted for prosecution and one remained under consideration at 30 June 2026. No briefs were returned.

Performance measure: Number of fatalities

Target	Result
Zero fatalities for commercial air transport (CAT)[a].	✖ Not achieved
Stable or reducing number of fatalities for: • commercial crewed aviation[b] • non-commercial aviation[c] • uncrewed aviation[d].	✖ Not achieved

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

One fatal accident occurred in commercial air transport (CAT), involving a bird strike during a non-scheduled CAT helicopter flight between Mirrnatja and Burrum in the Northern Territory, resulting in one fatality. A longer-term assessment of CAT fatal accidents did not identify any notable trends or common causal factors.

The number of fatalities in commercial crewed aviation (7) was below the 10-year average (8).[1]

In the reporting period:

- 2 fatal accidents occurred during aerial work, one during spreading/spraying and one during aerial observation, resulting in 2 fatalities
- 3 fatal accidents occurred during instructional flying, resulting in 5 fatalities.

The numbers of fatal accidents (22) and fatalities (28) in non-commercial aviation were above the 10-year average for fatalities (18). There were no fatalities involving uncrewed aviation.

The total number of fatalities across all sectors (36) was above the 10-year average (29), meaning the performance target was not met.

In the reporting period, 11 sports aviation fatal accidents occurred, collectively resulting in 12 fatalities. These fatal accidents included:

- 4 in hang gliders/paragliders
- 3 in gliders
- 3 in sports aeroplanes
- one in a gyrocopter.

In response to the increase in fatal accidents in sports aviation, CASA has conducted a series of sports aviation-focused sector safety risk profiles, including for gliding and sports aeroplanes. CASA has also commenced engagement meetings with each sport's approved self-administering organisation to discuss safety trends and initiatives. More information can be found on the CASA website at **casa.gov.au/operations-safety-and-travel/safety-management-systems/sector-safety-risk-profiles**.

1 The 10-year baseline reporting period covers the years from 2014–15 to 2023–24.

CASA will continue to monitor fatal accidents and fatalities through the Aviation Safety Committee via the Aviation Safety Scorecard. Table 3 summarises the results by industry sector for the reporting period.

Table 3. Fatal accidents and fatalities, by industry sector, 2025–26

Sector	Fatal accidents	Fatalities
Commercial air transport	1	1
Commercial aviation	5	7
Non-commercial aviation	22	28
Uncrewed aviation	0	0
Total	**28**	**36**

Performance measure: Number of accidents

Targets	Results
Stable or reducing accident rate per million departures for CAT[a].	✔ **Achieved**
Stable or reducing number of accidents for: • commercial crewed aviation[b] • non-commercial aviation[c] • uncrewed aviation[d].	✖ **Not achieved**

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

The rate of accidents in CAT (7.6 accidents per million departures) met the defined performance target for the reporting period and was below the 10-year average (11 accidents per million departures).

The number of accidents in commercial aviation (36) met the defined performance target for the reporting period as it was below the 10-year average for commercial aviation (47.9).

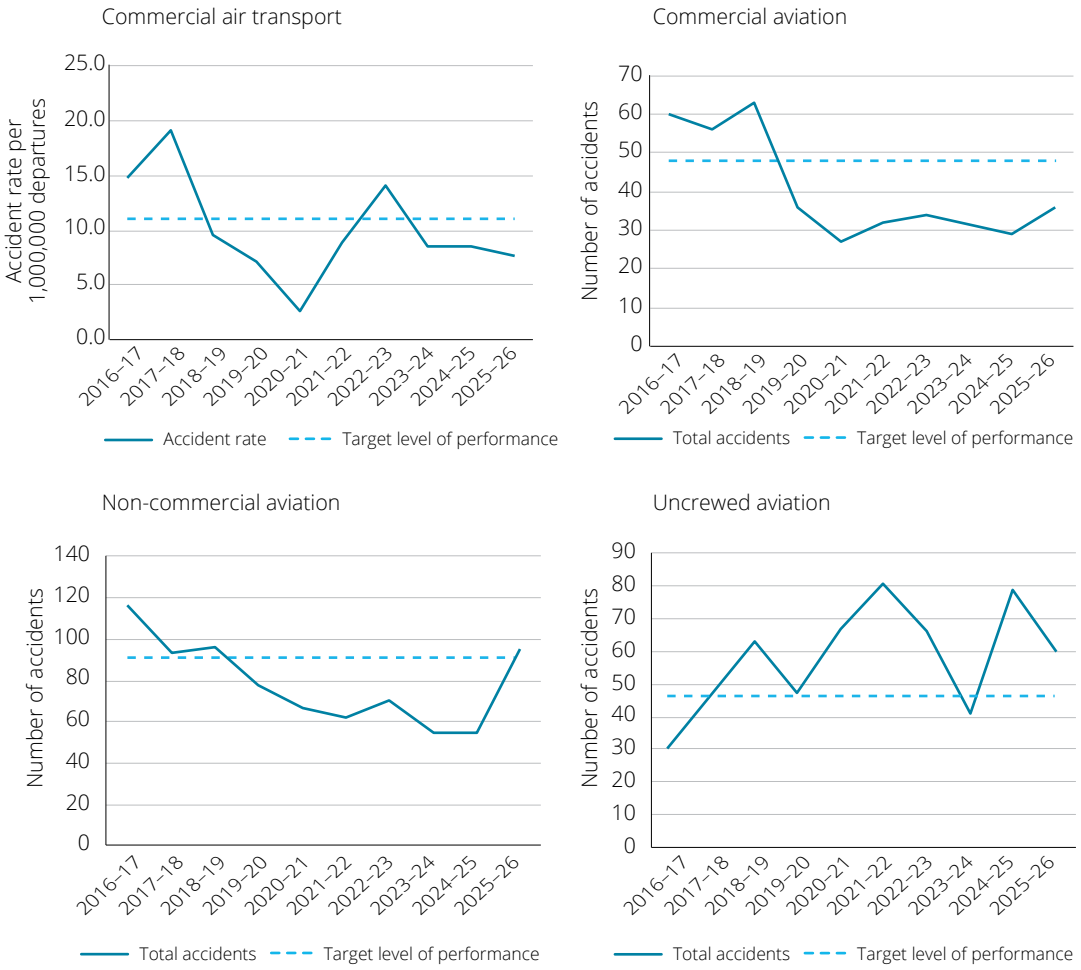
The number of accidents in non-commercial aviation (95) did not meet the defined performance target, as it was slightly above the 10-year average for non-commercial aviation (91.5). CASA continues to consider trends in non-commercial aviation accidents to inform education and promotion campaigns, including to target content on the pilot safety hub.

The number of uncrewed aviation accidents (60) exceeded the 10-year average (46.8). CASA attributes this to the increasing use of commercial RPAS over the past 10 years, and to changes made to the Australian Transport Safety Bureau mandatory reportable requirements for RPAS operations in 2023 becoming more well understood and appropriately applied by industry participants.

The number of accidents across the commercial crewed, non-commercial and uncrewed aviation sectors (200) was slightly above the 10-year average (197.9); as a result, the performance target was not achieved.

Figure 4 shows trends in accident rates by aviation industry sector.

Figure 4. Accidents, by industry sector, 2016–17 to 2025–26



Note: The target level of performance represents the 10-year average from 2014–15 to 2023–24 and is aligned to the National Aviation Safety Plan.

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

Departures are based on aircraft departure data provided by Airservices Australia, including an estimated portion for March to June 2026. This estimate is based on prior monthly data, accounting for seasonality and the removal of outliers.

Performance measure: Number of serious incidents

Targets	Results
Stable or reducing serious incident rate per million departures for CAT[a].	✖ Not achieved
Stable or reducing number of serious incidents for: • commercial crewed aviation[b] • non-commercial aviation[c] • uncrewed aviation[d].	✖ Not achieved

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

The rate of serious incidents in CAT (33.1 serious incidents per million departures) was above the 10-year average (31.5 serious incidents per million departures), and the number of serious incidents for commercial aviation (87) was above the 10-year average (71.8). The number of serious incidents for non-commercial aviation (82) was above the 10-year average (71.4), while the number for uncrewed aviation (0) was below the 10-year average (0.8).

As a result of the flight operations regulations introduced in December 2021, CAT operators have continued to implement safety management systems, which introduce safety reporting and safety culture elements to CAT organisations.

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

The leading types of serious incidents in commercial aviation continue to be:

- Instructional flying (48 incidents) – The majority of serious incidents in instructional flying occurred during dual training (training with an instructor) in aeroplanes. CASA has established an instructional flying expert reference group to bring together industry experts to identify potential areas of safety enhancement for CASA and industry consideration.
- Aerial work (40 incidents) – Most of the aerial work serious incidents occurred in aeroplanes during agriculture-related activity.

One serious incident, which involved aircraft from both instructional flying and aerial work sectors, is counted separately in each sector but counted only once in the total.

While the number of serious incidents was above the 10-year average, there was a notably lower number of fatal accidents and accidents in commercial aviation.

Non-commercial aviation serious incidents most often occurred during pleasure and personal transport activities. In addition to the actions being taken in response to trends in sports aviation fatal accidents, CASA continues to consider trends in non-commercial aviation serious incidents to inform education and promotion campaigns, including targeted content on the pilot safety hub.

The total number of serious incidents (155) across commercial crewed, non-commercial and uncrewed sectors was above the 10-year average (132.1); as a result, the target was not achieved.

CASA is continuing to monitor serious incident performance, including through formal industry engagement, to provide an understanding of any systemic issues associated with this performance and to consider regulatory options to address them (where that is identified as necessary).

Key activity 1.2: International compliance and engagement

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

Target	Result
CASA uses appropriate global resources and arrangements to support its audit certification processes.	✔ **Achieved**

CASA continued to engage constructively with counterparts to appropriately leverage global resources to ensure harmonisation with like-minded regulators and reduce duplication of effort whenever possible.

The knowledge that CASA gains, including through confidence-building exercises with counterparts, informs CASA's approach to audit and certification. As a result, CASA effectively used international partnerships, agreements and regulatory networks to support audit and certification activities, enhance regulatory efficiency, and maintain alignment with international best practice while upholding aviation safety outcomes.

In 2025–26, CASA and the United Kingdom Civil Aviation Authority (UK CAA) signed the Technical Implementation Procedures for Aircraft Design and Production and the Technical Arrangement on Maintenance. These arrangements for the mutual recognition of airworthiness certification, production and maintenance were agreed under the collaborative working arrangement between CASA and UK CAA completed in 2024–25. They reduce regulatory duplication and facilitate more efficient certification outcomes for industry while maintaining appropriate safety oversight.

CASA and the Civil Aviation Authority of New Zealand jointly developed a set of aviation medical assessment guidelines, prepared the initial framework for a shared aviation medical examiner qualification pathway, and commenced a review of routine aviation medical examination requirements with a view to alignment. This work provides the basis for mutual recognition of aviation medical certification processes as part of the Trans-Tasman Mutual Recognition Arrangement supporting greater consistency and reducing administrative burden across the trans-Tasman aviation system.

CASA commenced an initiative to modernise the regulations for light sport aircraft (LSA) which includes the implementation of the United States of America Federal Aviation Administration (USA FAA) Modernization of Special Airworthiness Certification (MOSAIC) rules. MOSAIC expands the kinds of aircraft that are eligible as LSA, including 4-seat fixed-wing aircraft subject to performance-based design standards, and introduces 2-seat helicopters and 2-seat powered lift aircraft such as electric vertical take-off and landing aircraft. We have been closely watching the evolution of MOSAIC and view it as beneficial to the Australian LSA sector, with MOSAIC rules able to be progressively introduced in Australia as part of our forward regulatory program. Aligning with internationally accepted approaches allows CASA to draw on established regulatory expertise and certification experience, supporting innovation in the Australian aviation sector while avoiding unnecessary duplication in regulatory development.

The National Aviation Authorities Network (comprising Australia, Canada, New Zealand, United Kingdom (UK) and United States of America (USA) regulators) continued to provide opportunities to pool global resources including through: horizon scanning for safety and technology trends including artificial intelligence; considering clinical challenges in aviation medicine; contributing to international initiatives for research and development of aeromedical policies and standards (including pilot mental health and operational medical assessments); examining workforce challenges and solutions being pursued across the network; and supporting innovation through the implementation of the principles of the Advanced Air Mobility Certification Roadmap, whereby a series of work packages were developed. The sharing of expertise and resources across partner regulators enhanced CASA's access to emerging safety, technology and workforce insights, informing certification and oversight activities and improving regulatory preparedness.

CASA continued to meet its obligations set out in the CASA – European Union Aviation Safety Agency working arrangement by participating in the European Union Ramp Inspection Programme. Participation in the program strengthened international confidence in Australia's aviation oversight arrangements and provided valuable intelligence to support risk-based surveillance and regulatory decision-making.

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

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

CASA is represented on 14 of the 19 technical panels established by the ICAO Air Navigation Commission and participated in the ICAO Assembly in September 2025.

CASA hosted 2 high-level ICAO meetings in 2025–26:

- the 8th Meeting of the ICAO Asia/Pacific Ground-Based Augmentation System/Satellite Based Augmentation System (GBAS/SBAS) Implementation Task Force, with Geoscience Australia
- the 10th Working Group Meeting of the ICAO Safety Management Panel.

We continued to engage regionally, including through participation in:

- the 60th Conference of Directors General of Civil Aviation, Asia and Pacific Regions
- the 15th Meeting of the Regional Aviation Safety Group, Asia and Pacific Regions
- the 36th Meeting of the Asia Pacific Air Navigation Planning and Implementation Regional Group
- the 24th Meeting of the Asia Pacific Regional Aviation Safety Team
- the 10th Papua New Guinea Aviation Safety and Security Conference
- the 3rd Pacific Aviation Medicine Meeting
- Pacific Aviation Safety Office Council meetings and engagement with the ICAO Pacific Small Island Developing States Liaison Officer.

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

Following the ICAO USOAP Focused Audit in September 2023, ICAO assessed Australia as having a mature aviation safety system that proactively identifies, manages, and mitigates safety risks, while also identifying opportunities for further alignment with ICAO standards and recommended practices. Over the course of the year, CASA continued to progress implementation of State Corrective Action Plans to address the opportunities for further alignment identified by ICAO.

CASA also commenced a cyclic review of all protocol questions in response to updates to the ICAO question set in 2024. During 2025–26, 350 protocol questions were reviewed across 2 review cycles with the remainder scheduled for completion in 2026–27. This approach supports continuous improvement and sustained alignment (where appropriate) with international safety oversight standards.

CASA also contributed to Australia's ongoing participation in the USOAP CMA by providing information related to the establishment and implementation of its safety system oversight through the USOAP CMA online framework that addresses the safety-related provisions in Annexes to the *Convention on International Civil Aviation* (Chicago Convention, 1944).

CASA continued to meet its USOAP CMA obligations by maintaining and updating:

- the State Aviation Activity Questionnaire
- USOAP protocol question responses
- mandatory information requests
- information relating to significant safety concerns
- the Corrective Action Plans, including implementation status
- other relevant safety information, as requested by ICAO.



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Key activity 1.3: Safety standards and state safety program

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

Target	Result
CASA adheres to government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate.	✔ Achieved

For all legislative changes, CASA considers any amendments made to ICAO's standards and recommended practices and ICAO's procedures for air navigation services, and their economic impact. CASA assessed the cost and economic impact of 51 legislative instruments in 2025–26.

CASA's regulatory change manual outlines the requirements for the development of aviation regulation and legislation. These requirements are aligned to, and comply with, the Australian Government and ICAO standards and associated regulatory development processes.

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

Target	Result
Regulatory development and implementation against the planned program is achieved.	✔ Achieved

During 2025–26, CASA progressed a comprehensive program of regulatory development and implementation in line with the forward regulatory program, as outlined in Table 4. The full program is available on the CASA website at **casa.gov.au/frp**.



Table 4. Implementation of regulations, 2025–26

Initiative	Progress	Status
Airworthiness		
Continuing airworthiness for general aviation	The Civil Aviation Safety Regulations 1998 (CASR) Part 43 (Maintenance of aircraft in private and aerial work operations) regulation pack and implementation products have been finalised. CASA is planning further targeted engagement with industry before regulation making.	Substantially complete
Air transport and continuing airworthiness	CASA scoped and structured a phased program for the Part 42 (Continuing airworthiness requirements for aircraft and aeronautical products) and Part 145 (Continuing airworthiness approved maintenance organisations) amendments, to deliver progressive changes to industry.	Partially complete
Enhanced maintenance licence pathways	Amendments to CASR Part 66 (Continuing airworthiness – aircraft engineer licences and ratings) to support exclusion removal by self-study were made in the reporting period.	Completed
	The Part 66 Manual of Standards (MOS) amendments have been finalised to include recognition of aircraft maintenance licences issued by the UK and the USA.	Completed
	Work is progressing to finalise policy analysis to determine the approach for streamlined recognition of Defence maintenance authorisations for licensed aircraft maintenance engineer (LAME) licensing. This has been delayed due to other airworthiness priority matters.	Delayed
Certification and airworthiness requirements for aircraft	Amendments to CASR Part 21 (Certification and airworthiness requirements for aircraft and parts) and the MOS to expand the range of ex-military aircraft eligible for restricted category certification were made in the reporting period.	Completed
Flight operations		
Business transport and owner transport	Targeted industry and stakeholder engagement was undertaken on the proposed new classification Part 119 (Australian air transport operators – certification and management) MOS. Consultation outcomes strengthened CASA's understanding of impacts and implementation considerations on the proposed policy approach.	Completed

Initiative	Progress	Status
Flight operations continuous improvement	Amendments related to regulation changes were drafted and consulted. Finalisation was delayed due to broader program priorities.	Substantially complete
Flight operations implementation	CASA communicated with, engaged and supported industry on the safety management system, human factors and non-technical skills and flight data analysis programs requirements.	Completed
Sport and recreation aviation		
Part 103 (Sport and recreation aircraft) MOS development	Engagement with industry on the proposed MOS is underway.	Commenced
Modernization of Special Airworthiness Certification (MOSAIC)	CASA conducted an initial review of United States of America Federal Aviation Administration MOSAIC rules with an identified approach for implementation in Australia.	Completed
Emerging technologies and related initiatives		
Remotely piloted aircraft systems standards	Regulation drafting is complete to increase flexibility for industry. Public consultation and finalisation of the amendment is yet to commence. Finalisation was delayed due to broader program priorities.	Delayed
	Regulation changes were made to increase flexibility for the operation of large remotely piloted aircraft.	Completed
Broader initiatives		
Dangerous goods	High-priority regulation changes were identified for drafting.	Commenced
Flight crew licensing	Amendments were made to CASR Part 61 (Flight crew licensing) to standardise terminology and repeal longstanding legislative exemptions.	Completed
Fatigue management	Work was delivered to position CASA for post-implementation review and continuous improvement opportunities for the Civil Aviation Order 48.1 flight crew fatigue management scheme.	Commenced

When the flight operations regulations commenced in December 2021, several enhanced aviation safety measures were subject to a rolling implementation program to assist operators in managing the change burden associated with the transition to the new regulations. During 2025–26, CASA finalised the implementation of key elements such as training and checking systems and rotorcraft performance requirements.

CASA continues to work with industry to progressively implement the remaining deferred measures in a way that is manageable for both industry and CASA. In March 2026, CASA advised the industry document submission and end of deferral dates of 1 September 2026 and 1 December 2026 respectively for the final deferred provisions (e.g. safety management systems and human factors). New exemptions supporting this final transition which balance safety outcomes with industry impact were made on 24 April 2026 and commenced on 28 April 2026.

CASA introduced the following amended CASRs:

- Part 21 (Certification and airworthiness requirements for aircraft and parts) – greater flexibility to issue restricted category certificates of airworthiness to foreign ex-military aircraft
- Part 61 (Flight crew licensing) – greater flexibility for certain recurrent proficiency check requirements and correction of various errors
- Part 66 (Continuing airworthiness aircraft engineer licences and ratings) – removal of exclusions from LAME licences through the self-study pathway
- Part 101 (Unmanned aircraft and rockets) – greater flexibility in the airworthiness certification for large remotely piloted aircraft.

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

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

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

All significant regulatory change proposals were subject to public consultation prior to being submitted to the Minister for Infrastructure, Transport, Regional Development and Local Government for consideration. CASA engaged with industry through public consultations and feedback surveys on 14 regulatory changes during 2025–26 and received a total of 226 responses.

CASA also sought feedback on other initiatives – a Class 5 medical self-declaration scheme; research and development pathways for uncrewed aircraft; and guidance materials for vertical flight aircraft facilities, safe planning and conduct of aerodrome works, objects and structures and RPAS airworthiness cybersecurity – via the CASA Consultation Hub (**consultation.casa.gov.au**). Consultations often targeted specific sectors (for example, private pilots or licensed engineers), while remaining open to all stakeholders. Where appropriate and with consent, responses were published alongside outcomes and next steps.

CASA continued to use the Aviation Safety Advisory Panel as its primary forum for industry input on regulatory change. The panel met 4 times during the year. Seventeen technical working group meetings and 4 expert reference group meetings were conducted. More than 111 industry members were represented across the groups.

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

During 2025–26, CASA achieved a stable or increasing trend of satisfaction across key feedback mechanisms.

CASA's Client Services Centre received over 59,900 telephone calls during the year, and real-time sentiment analysis was conducted on approximately 38,927 calls across 14 monitored lines. Overall, client satisfaction averaged 95%, up from 91% in 2024–25.

Issue resolution performance averaged 69%, which is above the performance target of 60% and an increase of 7% compared to 2024–25. This reflects the ongoing deliberate and consistent approach to determining what constitutes a resolved call. The uplift in client satisfaction scores highlights the fact that clients are receiving more meaningful and effective support and guidance, even where immediate resolution is not achieved.

In June 2026, CASA participated in broader community research to measure public perceptions of CASA's performance. In a survey of more than 1,000 people from the community, 75% of Australians said they think CASA is doing at least a reasonable job. This is an increase from 65% in 2024 and brings the percentage back in line with the 2023 result.



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

During 2025–26, CASA measured and evaluated its education and safety promotion activities through a range of feedback mechanisms. Some involved independent tracking and evaluation surveys, while others used internal measuring tools. In all cases, major campaigns were seen to achieve significant reach and high levels of awareness, which have all helped to shift behaviours and enhance safety.

Some examples of activities measured and evaluated include:

- *Your safety is in your hands* pilot safety campaign – the campaign continues to deliver record levels of awareness, growing engagement and evidence of behaviour change among pilots. Campaign recognition peaked at 89% during the year, consistent with 2024–25 results, with 89% of pilots reporting that they had seen or heard of the campaign. Pilots' attitudes and perceptions about safety practices also show positive trends.
- *Know Your Drone* safety campaign – in 2025–26, CASA repositioned the campaign, substantially reducing paid advertising and shifting to reach and engagement through CASA channels. Drone safety web content attracted more than 253,092 users and generated more than 940,623 page views. More than 31,325 drone users also tested their knowledge of the drone safety rules using the interactive quiz.
- *Pack Right. Safe Flight.* dangerous goods campaign – this campaign continues to deliver record levels of awareness and growing engagement. During 2025–26, the website attracted 122,841 users and generated 326,036 page views. The dangerous goods search tool also supported safer packing decisions, with 24,317 users generating 71,480 searches. New collaborations with Smartraveller and the Department of Home Affairs generated 17,929 users and 93,183 page views. Limited Facebook and Instagram advertising during peak travel periods generated 46,358 users and 72,350 page views.
- Automatic Dependent Surveillance-Broadcast (ADS-B) safety benefits campaign – using a range of channels, CASA continued to communicate the safety benefits of ADS-B and the availability of the Australian Government's ADS-B rebate program. The most popular ADS-B information on the CASA website continued to be information about the government rebate program, which received 2,936 views in 2025–26, compared with 3,440 views in 2024–25. CASA also released the *Can you be seen?* guide to help pilots and aircraft owners choose the best ADS-B technology, which received 1,379 downloads in 2025–26.

Objective 3. Organisational improvement in service delivery and workforce planning

Key activity 3.1: Service delivery and workforce management

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

Target	Result
CASA ensures its workforce is managed in accordance with workforce priorities.	✔ Achieved

CASA continued implementation of the *Strategic Workforce Plan 2024–2027*, with the following key deliverables achieved during the reporting period:

- completion of the job family framework to support contemporary role classification, capability and competency requirements across CASA
- completion of a review of the aviation technical workforce training continuum to ensure that it addresses the mandatory skills identified for aviation technical workforce roles and aligns with ICAO requirements
- development of a training prioritisation process to align technical training activities with organisational priorities and objectives.

CASA ensures that staff are appropriately trained and qualified to undertake regulatory services and surveillance functions on the aviation sector they oversee. On 30 June 2026:

- 98% of regulatory staff had completed CASA's foundation training program
- 97% (43 out of 44 staff) of staff had completed advanced training, comprising surveillance/auditing, regulatory assessment, and guidance.

A total of 168 staff attended specialist training courses during the year.

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

Target	Result
CASA establishes and publishes regulatory service delivery timeframes for 75% of regulatory services.	✔ Achieved

All regulatory service activities, for both individual approvals and organisational services, now have defined and published service delivery targets. CASA's current service delivery performance information can be found on an updated dashboard, which provides increased transparency and the ability to report on trends and specific service lines, at 'Service delivery statistics' on the CASA website (**casa.gov.au/sds**).

Target	Result
CASA ensures that 80% of regulatory service decisions are made in accordance with published service delivery timeframes.	✔ Achieved

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

In 2025–26, CASA achieved an overall service delivery performance of 94% for applications associated with individuals, continuing the high performance achieved in 2024–25.

Following the expanded publication of service delivery timeframes for organisational services during the year, CASA reported performance across these services for the first time on a consistent basis. Organisational service delivery performance was just below the target in the second quarter and equal to or just above the target in the first, third and fourth quarters, achieving an overall result of 80% for the year.

Performance measure: Improved service delivery through digital solutions

Target	Result
An increasing percentage of users who engage with CASA services via digital channels.	✔ Achieved

The myCASA portal continued to be CASA's primary digital service delivery channel for external clients and achieved the 2025–26 performance target. The myCASA portal provides 24/7 access to services for individuals and organisations. In 2025–26, 92% of submissions were received through digital self-service channels.

During 2025–26:

- the number of digital services available in myCASA was 87, an increase of 9 from 2024–25
- over 170,000 online submissions occurred through myCASA[2]
- 97% of transactions were immediately finalised, which is consistent with results in 2024–25
- 53% of users processed multiple transactions in a single visit, an increase of 9%.

CASA deployed new functionality and services to the myCASA portal, including a new forms upload facility enabling the transition of 132 previously manual or PDF-based forms to digital submission, with 4,174 submissions over the year.

The most used myCASA services included: applications for an individual Aviation Reference Number; registrations and renewals for commercial drones; and updates to individual profiles. These services collectively represented around 50% of the overall transaction volume.

In addition, CASA implemented further system enhancements to improve user experience and operational efficiency, including updates to the Medical Records System to streamline workflows and improve visibility of correspondence.

2 A submission is a request by a user for an online regulatory service from CASA.

3 PART THREE

Organisation

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



Image: Adobe Stock | papi8888

Corporate governance

CASA's corporate governance provides the framework within which we operate to achieve our objectives, ensuring transparent, ethical and accountable evidence-based decision-making, and effective management of risk and key stakeholder relationships.

Enabling legislation

CASA was established on 6 July 1995 as an independent statutory authority by the *Civil Aviation Legislation Amendment Act 1995* amending the *Civil Aviation Act 1988* accordingly. Under section 9 of the Civil Aviation Act, CASA's primary function is to regulate the safety of civil air operations in Australia and the operation of Australian aircraft overseas.

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

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

Regulatory framework

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

There are 2 types of laws that govern CASA – primary legislation and delegated legislation.

'Primary legislation' refers to laws passed by Parliament and includes the Civil Aviation Act and the Airspace Act. The Minister for Infrastructure, Transport, Regional Development and Local Government is responsible for the Civil Aviation Act and the Airspace Act.

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

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

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

Civil aviation

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

CASA's safety-related functions include encouraging a greater acceptance by the aviation industry and wider community of the obligation to maintain high standards of aviation safety. We achieve that by providing comprehensive safety education and training, giving accurate and timely advice, and fostering awareness of the importance of aviation safety and compliance with relevant legislation.

CASA also has the functions of cooperating with the Australian Transport Safety Bureau (ATSB) in relation to accident investigations, implementing aspects of the Australia–New Zealand mutual recognition agreements and performing functions conferred on CASA under the *Transport Safety Investigation Act 2003*, the *Aviation Transport Security Act 2004,* the *Civil Aviation (Carriers' Liability) Act 1959* and the *International Interests in Mobile Equipment (Cape Town Convention) Act 2013*.

Delegated legislation

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

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

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

Governance and accountability

CASA's governance system is aligned with the PGPA Act and the Civil Aviation Act and consistent with other Commonwealth legislation and policies directly affecting CASA. The system incorporates governance and management arrangements; policy settings; performance reporting; internal and external communication; assurance, risk management and auditing arrangements; quality assurance; and the managed appointment and oversight of industry delegates and authorised persons.

CASA has annual reporting responsibilities under section 46 of the PGPA Act and section 49 of the Civil Aviation Act. CASA also has a range of reporting and other responsibilities under legislation generally applicable to Commonwealth entities, in compliance with which CASA adopts best practice reporting.

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

No new government policy orders that applied to CASA were issued under section 22 of the PGPA Act in 2025–26.

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

Portfolio structure and responsible minister

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

The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government, was the Minister responsible for CASA throughout 2025–26.

Ministerial directions

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

On 13 October 2025, the Minister for Infrastructure, Transport, Regional Development and Local Government issued a notice of strategic direction in the form of a Statement of Expectations (SoE) for the Board for the period from 1 November 2025 to 30 June 2027.

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

The initiatives and approaches set out in the SoE are also reflected in the strategic direction in the CASA corporate plan.

Under the SoE, CASA must provide quarterly reports to the Minister outlining compliance with the SoE and progress against the corporate plan. These reports include updates on key initiatives, stakeholder engagement, and corporate plan performance measures. A high-level summary of the SoE, including the productivity initiatives under the SoI and actions taken during 2025–26, is provided in Appendix D of this report.

On 13 March 2026, the Minister issued a new Australian Airspace Policy Statement (AAPS) under section 8 of the Airspace Act. The AAPS provides guidance and direction to CASA on the administration of Australian airspace, noting the functions of and exercise of powers by CASA are set out in the Airspace Act and the Airspace Regulations 2007.

CASA has continued to advance the initiatives and priorities in support of the government's policy objectives outlined in the AAPS, including providing quarterly updates to the Minister.

CASA Board

The CASA Board is established under Part VII of the Civil Aviation Act. The functions of the Board are to:

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

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

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

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

Board appointments

The Board is composed of the Chair; up to 5 other non-executive members (one of whom the Minister appoints as Deputy Chair); and the Chief Executive Officer and Director of Aviation Safety as an executive member.

The Director of Aviation Safety is appointed under Part VIIA of the Civil Aviation Act, to manage CASA subject to the directions of, and in accordance with policies determined by, the Board. After consulting the Minister, the Board appoints the Director of Aviation Safety on a full-time basis for a term of up to 5 years, subject to possible reappointment.

All other Board members are appointed on a part-time basis by the Minister for terms of up to 3 years, subject to possible reappointment. In appointing Board members, the Minister must ensure that there is an appropriate balance of professional expertise and experience but need not ensure that particular sectors of the aviation industry are represented.

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

Board membership

During 2025–26, the Board comprised Air Chief Marshal (Ret'd) Mark Binskin AC (Chair), Elizabeth Hallett (Deputy Chair), Professor Felipe Gonzalez, Greg Hughes, Dr Tarryn Kille, Jacqueline Korhonen, Adrian Verkerk and Pip Spence PSM.

During the year:

- Jacqueline Korhonen concluded her term in February 2026, after 3 years on the Board.
- Greg Hughes was appointed on 4 May 2026.
- Pip Spence was re-appointed as CASA's Chief Executive Officer and Director of Aviation Safety, and as an Executive Member of the Board, for a further 2-year term to May 2028.

Figure 5 provides details of Board members' experience and qualifications.

Figure 5. Members of the CASA Board, 2025–26

Members at 30 June 2026

Mark Binskin AC Non-executive member
Chair
First appointed: 20 August 2021
Re-appointed: 20 August 2024
End of term: 19 August 2027



Mark Binskin AC is a highly respected senior executive and leader in the national security, defence and aerospace sectors. He was Chief of the Defence Force of Australia from 2014 to 2018, Vice Chief of the Defence Force from 2011 to 2014, and Chief of Air Force from 2008 to 2011. In 2020, he was Chair of the Royal Commission into National Natural Disaster Arrangements.

He is currently Chair of the Pacific Security College Advisory Board and the Sir Richard Williams Foundation. He is a member of the boards of the Bradfield Development Authority and Invictus Australia and the Governing Committee of the Temora Aviation Museum, and is a non-executive director at BAE Systems Australia and Nihon Cyber Defence.

Mark successfully led the Australian Defence Force (ADF), comprising 80,000 permanent and reserve personnel, to significantly improve capabilities and responses to major global events, and championed organisational change across areas of national security, culture, diversity and leadership performance. He has provided national security advice to the highest levels of government, industry leaders and international stakeholders, and his aerospace knowledge and expertise are extensive.

Mark has been the ADF Airworthiness Authority and has over 3,500 flying hours in single-seat fighter aircraft, including the A-4G Skyhawk, Mirage IIIO, F-16C and F/A-18 Hornet. He continues to be active in general aviation and holds commercial, recreational and remotely piloted aircraft pilot licences, and is a warbird owner.

Mark has completed the Harvard Business School Advanced Management Program and is a Graduate of the Australian Institute of Company Directors and a Fellow of the Royal Aeronautical Society.

Figure 5. Members of the CASA Board, 2025–26 (continued)

Elizabeth Hallett Non-executive member
Deputy Chair
First appointed: 1 July 2020
Re-appointed: 16 May 2024
End of term: 15 May 2027



Elizabeth Hallett is an experienced non-executive director and chair of audit and risk committees in regulated sectors, including the infrastructure and financial services sectors. She brings legal and regulatory, corporate governance, audit and risk management, and strategy development skills and experience to the Board.

Elizabeth is a non-executive director on the boards of New South Wales Land Registry Services, a regulated infrastructure asset held under a concession deed from the New South Wales Government; and Clayton Utz, a national law firm. She was previously a non-executive director of the Australian Retirement Trust, one of Australia's largest superannuation funds, and a member of the Australian Government Takeovers Panel.

For 22 years, Elizabeth was a corporate partner with an international law firm, where she held global and national leadership roles.

Elizabeth holds a Bachelor of Commerce and a Bachelor of Laws from the University of Melbourne and is a Graduate of the Australian Institute of Company Directors.

Professor Felipe Gonzalez Non-executive member
First appointed: 23 March 2022
Re-appointed: 3 March 2025
End of term: 22 March 2028



Professor Felipe Gonzalez brings 25 years of experience in remotely piloted aircraft systems, emerging aviation technologies, artificial intelligence and automation, providing the Board with strategic and risk oversight in these areas. He is a Graduate of the Australian Institute of Company Directors and has served on the boards of V-TOL Aerospace, Aspect UAV Imaging and Australian Spatial Analytics.

Felipe holds an academic position at Queensland University of Technology, and is a Fellow of the Royal Aeronautical Society and a Chartered Professional Engineer, who brings deep technical and regulatory insight to board-level decision-making in a fast-evolving sector.

He holds a private pilot licence and a remote pilot licence, giving him practical, operational grounding alongside his governance experience. Felipe is co-author of several books on uncrewed aerial vehicles (UAVs) and has published extensively on UAV autonomy and UAV-based remote sensing, including papers and reports for industry and government.

He is a member of the Institute of Electrical and Electronics Engineers, the American Institute of Aeronautics and Astronautics, and the International Organization for Standardization Technical Committee on aircraft and space vehicles, including its subcommittee on unmanned aircraft systems.

Greg Hughes Non-executive member
First appointed: 4 May 2026
End of term: 3 May 2029



Greg retired from the Swire Group in 2023 after a 36-year international career, including 26 years working with the Cathay Pacific Group across Hong Kong, Australia, Japan, Korea and Indonesia. From 2017 to 2023, he served as Executive Director and Chief Operations and Service Delivery Officer at Cathay Pacific Airways, where he led operational and service delivery functions spanning safety and risk management, flight operations, engineering and maintenance, airport and inflight services, and customer care.

Greg held multiple board positions within the Cathay Pacific Group, including with HK Express and Dragonair, and served as Chair of Airline Safety Review Committee and Air Hong Kong from 2018 to 2023. Earlier in his career, he was Executive Director at Hong Kong Aircraft Engineering Company (2015–2017) and Chief Operating Officer of Swire Australia (2010–2015).

Greg brings to his appointment extensive experience in aviation operations, safety and operational risk management, engineering, strategy and corporate leadership. He has completed the Stanford Executive Program and the INSEAD Advanced Management Program.

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



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

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

Figure 5. Members of the CASA Board, 2025–26 (continued)



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

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

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

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

Adrian has served on a number of international airline industry bodies, including the Technical Committee of the Association of Asia Pacific Airlines, and was vice-chair of the International Air Transport Association Engineering and Maintenance Group. He is keenly interested in implementing strategies to attract and retain talent to grow the aviation sector.

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



Pip Spence PSM Executive member
First appointed: 17 May 2021
Re-appointed: 17 May 2026
End of term: 17 May 2028

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

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

Pip has a Bachelor of Economics from the University of Tasmania and a Graduate Diploma in Economics from the Australian National University. Pip is CASA's Gender Equality Champion.

Members departed before 30 June 2026



Jacqueline Korhonen Non-executive member
First appointed: 7 February 2023
End of term: 6 February 2026

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

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

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

She is now a non-executive director and board advisor. She was a non-executive director of Netcom until 2019 and .au Domain Administration (auDA) until November 2023. She is currently a non-executive director of Acenda Life, MyState, Nuix and Bapcor.

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



Image: CASA leaders and emerging leaders from DGCA Indonesia and CASA-PNG at the Women in Aviation/Aerospace Australia Melbourne Summit 2025 (left to right) Laura Marsh, Shirley Waifaf, Geldaraudya Almazzahra, Gloria Mulai, Joanna Seabrook, Jess Jossy, Michelle Massey, Gloria Sikre

CASA's support for emerging female leaders

Mentoring programs play a crucial role in fostering an inclusive aviation industry in which women are empowered to thrive and take on leadership roles.

CASA's Women in Leadership Mentoring Program was launched in 2022 to provide mentoring for officials from the Directorate General of Civil Aviation (DGCA) Indonesia. The program expanded in 2025–26 to welcome mentees from the Civil Aviation Safety Authority of Papua New Guinea (CASA-PNG).

In October 2025, leaders from CASA and emerging leaders from DGCA Indonesia and CASA-PNG attended the Women in Aviation/ Aerospace Australia Melbourne Summit 2025, followed by an in-person mentoring session. Ongoing engagement was provided online throughout the year.

At the summit, the keynote address highlighted the importance of ensuring opportunities in aviation are genuinely accessible and inclusive, reinforcing the role of policymakers in creating an environment where women can thrive and lead.

The summit provided exposure to a greater diversity of perspectives and strengthened cross-cultural communication skills. DGCA and CASA-PNG participants were drawn from aerodrome inspectorate, flight operations evaluation, executive policy and legal disciplines.

CASA mentors Michelle Massey, National Manager Client Services, and Joanna Seabrook, National Manager Emerging Technologies and Regulatory Change, brought a wealth of experience, passion and leadership to the program.

All participants, including CASA's mentors, took part in mentoring sessions to facilitate the exchange of knowledge, skills and perspectives to empower and guide them to overcome obstacles and excel in their professional journeys.

CASA's program aligns with the Gender Equality Programme of the International Civil Aviation Organization (ICAO) and reflects ICAO's core objectives for promoting the participation of women in the global aviation sector: building capacity and awareness of gender equality; enhancing gender representation; increasing accountability; and engaging external partners.

Board meetings

Six scheduled Board meetings were held during 2025–26. Table 5 shows each Board member's attendance. All Board meetings were fully attended.

Table 5. Board meeting attendance, 2025–26

Member	Meetings attended					
	20 August 2025	9 October 2025	11 December 2025	26 February 2026	15–16 April 2026	24–25 June 2026
M Binskin	Y	Y	Y	Y	Y	Y
E Hallett	Y	Y	Y	Y	Y	Y
F Gonzalez	Y	Y	Y	Y	Y	Y
G Hughes[a]	n.a.	n.a.	n.a.	n.a.	n.a.	Y
T Kille	Y	Y	Y	Y	Y	Y
J Korhonen[b]	Y	Y	Y	Y	n.a.	n.a.
A Verkerk	Y	Y	Y	Y	Y	Y
P Spence	Y	Y	Y	Y	Y	Y

a. G Hughes's term commenced on 4 May 2026.
b. J Korhonen's term concluded on 6 February 2026.

Board Audit and Risk Committee

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

The BARC's role is to provide independent assurance and assist the Board to discharge its responsibilities under the Civil Aviation Act and the PGPA Act in respect of financial reporting, performance reporting, the system of risk oversight and management, the system of internal controls, and compliance with relevant laws and policies.

The BARC's charter is available on the CASA website at **casa.gov.au/about-our-board**.

Members

The BARC has 4 members: 2 Board members and 2 independent members who are external to CASA. Adrian Verkerk replaced Professor Felipe Gonzalez in March 2026.

Figure 6 provides details of BARC members in 2025–26.

Figure 6. Members of the Board Audit and Risk Committee, 2025–26

Lembit Suur Independent member
Chair
First appointed: 1 January 2021
Reappointed: 21 August 2024
End of term: 31 December 2028

Lembit Suur has led innovations in public sector governance design and practice, process improvement and efficiency, performance monitoring, reporting and accountability structures.

Lembit has an extensive senior executive background in central government budgeting resourcing processes and led the development and implementation of the *Public Governance, Performance and Accountability Act 2013*. He has conducted reviews for various Australian governments and the Organisation for Economic Co-operation and Development and served on audit and risk committees.

Lembit holds Bachelor of Law and Bachelor of Arts (Hons) degrees from the University of Sydney, as well as postgraduate qualifications from the University of Sydney and Stanford University. He is a Graduate of the Australian Institute of Company Directors.

Elizabeth Hallett Board member
First appointed: 9 July 2020
Reappointed: 16 May 2024
End of term: 15 May 2027

See Elizabeth's biography on page 50.

Adrian Verkerk Board member
First appointed: 1 April 2026
End of term: 15 May 2027

See Adrian's biography on page 52.

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

Amanda Phillips is an experienced non-executive director with extensive cross-industry knowledge in the private, public/government and not-for-profit sectors. She brings to her role extensive knowledge of financial management, industry regulatory application, corporate governance, audit application and innovative transformational change.

Amanda is a non-executive director on the boards of Mildura Health Fund, Mildura Health Foundation and Riverbend Sanctuary Limited. She is an active member of risk committees and is an audit committee chair.

Amanda is a Chartered Accountant and member of the Institute of Chartered Accountants of Australia and New Zealand. She has a Bachelor of Business, with postgraduate qualifications in applied finance and investments, and is a Graduate of the Australian Institute of Company Directors.

Members departed before 30 June 2026

Professor Felipe Gonzalez Board member
First appointed: 1 January 2023
Re-appointed: 3 March 2025
End of term: 22 March 2026

See Felipe's biography on page 50.

Meetings

The BARC held 5 meetings in 2025–26. Table 6 shows each committee member's attendance and associated remuneration. All meetings were fully attended.

Table 6. Board Audit and Risk Committee attendance and remuneration, 2025–26

Member	Meetings attended					Remuneration ($)[a]
	13 August 2025	19 November 2025	11 February 2026	1 April 2026	3 June 2026	
L Suur	Y	Y	Y	Y	Y	28,533
F Gonzalez[b]	Y	Y	Y	n.a.	n.a.	7,254
E Hallett	Y	Y	Y	Y	Y	0[c]
A Verkerk[b]	n.a.	n.a.	n.a.	Y	Y	1,988
A Phillips	Y	Y	Y	Y	Y	14,267

a. Total remuneration is as defined by section 4 of the Public Governance, Performance and Accountability Rule 2014. The amounts shown are GST exclusive and reflect remuneration paid for Board Audit and Risk Committee duties only.
b. F Gonzalez ceased his position on the Board Audit and Risk Committee in March 2026. A Verkerk commenced membership on the next day.
c. E Hallett is the current Deputy Chair of the CASA Board and as such is not eligible for payments for Board Audit and Risk Committee membership under the relevant Remuneration Tribunal determination.

People and Culture Sub-Committee

The People and Culture Sub-committee (PCSC) was established in April 2022 to provide independent advice and assurance on all people and culture matters, to assist the Board to discharge its relevant responsibilities under the Civil Aviation Act and other legislation.

Its focus includes monitoring:

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

Members

The PCSC has 5 members. In February 2026, Jacqueline Korhonen concluded her term as PCSC Chair and Dr Tarryn Kille became PCSC Chair. Professor Felipe Gonzalez joined the PCSC in March 2026.

Figure 7 provides details of PCSC members in 2025–26.

Figure 7. Members of the People and Culture Sub-Committee, 2025–26

Dr Tarryn Kille Board member
Chair (as of 6 February 2026)
First appointed: 9 February 2024
End of term: 8 October 2026

See Tarryn's biography on page 51.

Professor Felipe Gonzalez Board member
First appointed: 18 March 2026
End of term: 22 March 2028

See Felipe's biography on page 50.

Gerard Fogarty AO Independent member
First appointed: 19 June 2023
End of term: 30 June 2028

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

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

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

Anthony Wallace Independent member
First appointed: 13 September 2024
End of term: 11 September 2026

Anthony Wallace is a strategic workforce planner with over 20 years of experience in senior management and advisory roles. He has worked with Australian Government departments and agencies – including the Department of Defence, the Department of the Environment and Energy, the Department of Foreign Affairs and Trade, and the Fair Work Ombudsman – as well as universities and other organisations, to improve their workforce planning outcomes.

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

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

See Pip's biography on page 52.

Members departed before 30 June 2026

Jacqueline Korhonen Board member
Chair (to 6 February 2026)
First appointed: 5 October 2023
End of term: 6 February 2026

See Jacqueline's biography on page 53.


CIVIL
AVIATION
SAFETY
AUTHORITY

Meetings

The PCSC held 4 meetings in 2025–26. Table 7 shows each committee member's attendance. All meetings were fully attended.

Table 7. People and Culture Sub-Committee attendance, 2025–26

Member	Meetings attended			
	1 August 2025	24 November 2025	15 April 2026	18 August 2026
J Korhonen[a]	Y	Y	n.a.	n.a.
T Kille[b]	Y	Y	Y	Y
F Gonzalez[c]	n.a.	n.a.	Y	Y
G Fogarty	Y	Y	Y	N
A Wallace	N	Y	Y	Y
P Spence	Y	Y	Y	Y

a. J Korhonen's term as Chair and member of the committee concluded on 6 February 2026.
b. T Kille assumed the role of Chair in February 2026.
c. F Gonzalez joined the committee in March 2026.

Organisational structure

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

Figure 8 shows the elements and relationships of CASA's organisational structure at 30 June 2026. CASA has no subsidiaries.

Structural changes

During 2025–26, CASA made changes to its structure to further improve the alignment of functions and responsibilities across the organisation.

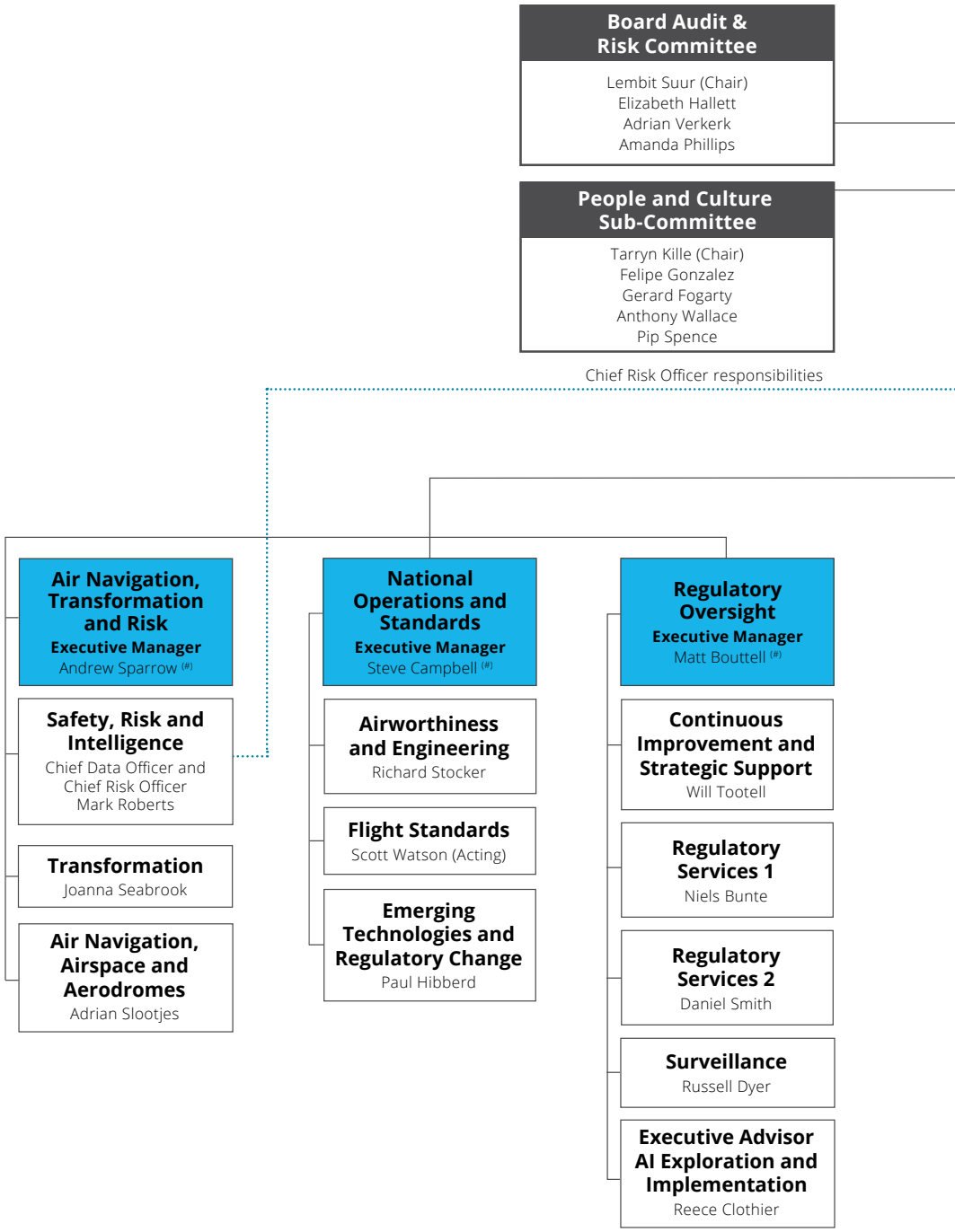
The Finance, International, Audit and Governance Division was established, incorporating the international, audit and governance functions previously in the Legal, International and Regulatory Affairs Division (LIRA) and the Finance Branch.

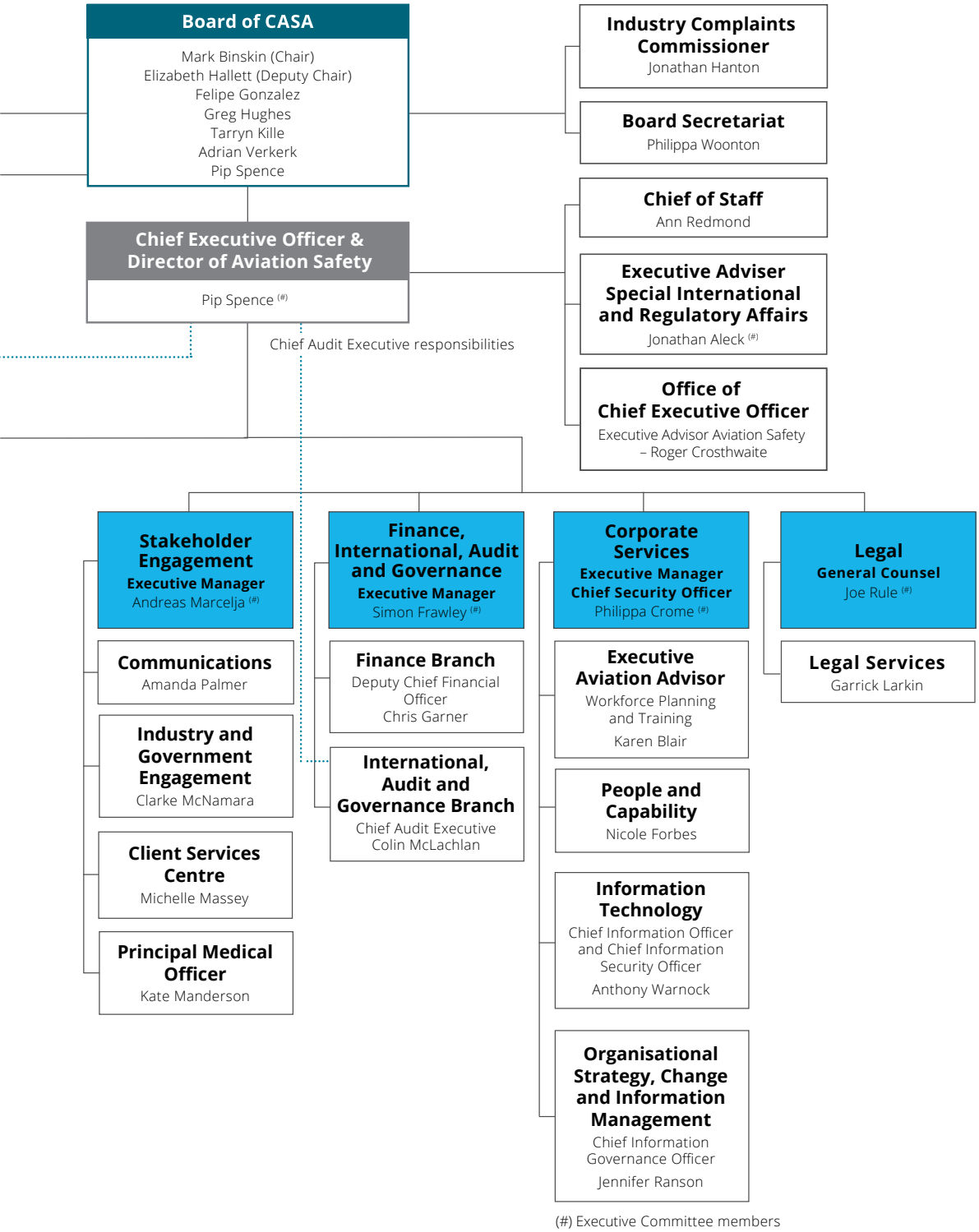
The Legal Services Branch – also previously in LIRA – now forms part of a new dedicated Legal Division, which was established in February 2026 to deliver a dedicated focus on legal and legal-related matters.

The Sports Aviation team in the Stakeholder Engagement Division was combined into the Industry and Government Engagement Branch.

The Office of the Principal Medical Officer, including policy and research functions, was established in the Stakeholder Engagement Division, separating the function of aviation medicine policy from service delivery.

Figure 8. Organisational structure at 30 June 2026





(#) Executive Committee members



Executive leadership team

CASA's executive leadership team comprises the Chief Executive Officer and Director of Aviation Safety, 6 executive managers, the Executive Adviser Special International and Regulatory Affairs and the General Counsel. Two changes were made to executive leadership in 2025–26:

- Jonathan Aleck was appointed as Executive Adviser Special International and Regulatory Affairs.
- Joe Rule was appointed as General Counsel.

Figure 9 provides details of CASA's 7 divisions and the executives who lead them.

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

Figure 9. Executive leadership team at 30 June 2026

Chief Executive Officer and Director of Aviation Safety
Pip Spence PSM



See Pip's biography on page 52.

Governance committee membership: CASA Board, People and Culture Sub-Committee, Executive Committee, Aviation Safety Committee, Major Programs Board.

Legal Division
Joe Rule
General Counsel



The Legal Division delivers a range of in-house legal services and related services to the Board, the executive and the staff of CASA, including:

- providing legal advice and drafting legislative instruments to support CASA's regulatory and corporate operations
- representing CASA in litigation and coordinating enforcement decision-making and investigations
- conducting CASA's industry-wide alcohol and other drug testing program
- managing CASA's obligations under freedom of information and privacy legislation.

Joe Rule is CASA's General Counsel (appointed February 2026). Joe has worked in CASA for almost 20 years, performing a range of senior legal and operational roles, most recently as National Manager of the Flight Standards Branch. Prior to commencing with CASA, Joe worked as a government lawyer across several Australian Government agencies.

Governance committee membership: Executive Committee, Aviation Safety Committee.

Figure 9. Executive leadership team at 30 June 2026 (continued)

Regulatory Oversight Division
Matt Bouttell
Executive Manager



The Regulatory Oversight Division delivers entry control and compliance oversight for organisational authorisation holders, including:

- issuing approvals and permissions for aviation activities
- conducting surveillance and compliance monitoring of operators and organisations
- supporting risk-based regulatory action to maintain aviation safety outcomes.

Matt Bouttell is Executive Manager Regulatory Oversight (appointed February 2024). Matt has more than 35 years of experience across aircraft maintenance engineering, flight operations and aviation regulation.

Governance committee membership: Executive Committee, Aviation Safety Committee, Major Programs Board.

National Operations and Standards Division
Steve Campbell
Executive Manager



The National Operations and Standards Division contributes to aviation safety through:

- developing and maintaining aviation safety policy, legislation and standards, including licensing, flight operations, airworthiness, and emerging technologies
- delivering nationally administered regulatory services and conducting surveillance activities
- regulating aircraft certification and production and overseeing airworthiness design and manufacturing organisations.

Steve Campbell is Executive Manager National Operations and Standards (appointed February 2024). Steve has more than 30 years of experience spanning airline operations, aviation regulation and government policy.

Governance committee membership: Executive Committee, Aviation Safety Committee.

Corporate Services Division
Philippa Crome
Executive Manager



The Corporate Services Division strengthens organisational capability and enables service delivery to support CASA's safety outcomes, including by:

- providing workforce services, including recruitment, human resources operations and learning and development
- delivering regulatory and technical training and organisational development
- providing information technology, strategic planning/reporting and portfolio/change management support.

Philippa Crome is Executive Manager Corporate Services (appointed January 2019). Philippa has experience across human resources, communications and governance in the public and private sectors.

Additional roles: Indigenous Champion and Chief Security Officer.

Governance committee membership: Executive Committee, People and Culture Sub-Committee (Management Representative/Observer), Aviation Safety Committee, Workforce Planning Program Steering Committee, Major Programs Board.

Finance, International, Audit and Governance Division
Simon Frawley
Acting Executive Manger



The Finance, International, Audit and Governance Division provides financial management, assurance and governance support, and leads CASA's international engagement, including by:

- delivering financial accounting, transactional services, performance reporting, procurement and accommodation management
- leading international relations, including ICAO-related matters
- delivering internal audit services
- providing secretariat support to the Board and its committees.

Simon Frawley is acting Executive Manager Finance, International, Audit and Governance. Simon has held senior finance roles at CASA since joining in October 2010. He has previous experience in audit and financial management roles in public and private sector organisations.

Additional roles: Chief Financial Officer.

Governance committee membership: Executive Committee, Aviation Safety Committee, Major Programs Board.

Figure 9. Executive leadership team at 30 June 2026 (continued)



Stakeholder Engagement Division
Andreas Marcelja
Executive Manager

The Stakeholder Engagement Division is responsible for stakeholder engagement, communication, individual licensing and permissions. This includes:

- coordinating industry engagement, including through the Aviation Safety Advisory Panel and technical working groups
- leading corporate communications and safety promotion and education campaigns
- delivering customer-facing regulatory services through the Client Services Centre
- supporting entry control and surveillance services for sport and recreation aviation.

Andreas Marcelja is Executive Manager Stakeholder Engagement (appointed December 2022). Andreas has more than 25 years of experience across aviation engagement, communications and government relations.

Additional roles: Disability Champion.

Governance committee membership: Executive Committee, Aviation Safety Committee.



Air Navigation, Transformation and Risk Division
Andrew Sparrow
Executive Manager

The Air Navigation, Transformation and Risk Division provides oversight of regulated entities such as Airservices Australia; conducts aviation safety risk analysis to support risk intelligence reports; and administers Australian airspace. This includes:

- analysing safety data and trends and reporting risk insights to the CASA Aviation Safety Committee
- overseeing transformation initiatives that support surveillance and regulatory services, including development of the Enterprise Aviation Processing system that supports the National Oversight Plan
- regulating air navigation service providers and conducting aerodrome safeguarding assessments.

Andrew Sparrow is Executive Manager Air Navigation, Transformation and Risk (appointed November 2022). Andrew has extensive experience in air traffic management and airspace regulation.

Governance committee membership: Executive Committee, Aviation Safety Committee.

Special International and Regulatory Affairs
Jonathan Aleck
Executive Adviser



Special International and Regulatory Affairs is an advisory function that provides strategic advice to support CASA's engagement with international aviation bodies and our approach to a range of regulatory matters. The function focuses on maintaining alignment with Australia's international obligations while supporting CASA's core regulatory responsibilities and commitment to good governance.

Jonathan Aleck is CASA's Executive Adviser Special International and Regulatory Affairs. Jonathan joined the then-Civil Aviation Authority in 1993 as a legal officer and served as head of CASA's legal and international affairs division until his appointment as Executive Adviser in 2026. He has extensive experience in aviation, international and public law, regulatory policy and practice, and institutional governance, including serving as one of Australia's longest-serving representatives on the Council of the International Civil Aviation Organization (ICAO).

Jonathan holds a Juris Doctor, a Bachelor of Arts (Psychology), a Master of Arts (Political Science) and a Doctor of Philosophy in Law. He is a Fellow of the Royal Aeronautical Society and a member of the Australian Institute of Administrative Law, having served 2 terms as president of the Institute. Jonathan actively contributes to ICAO's work and continues to represent Australia at international aviation forums and conferences.

Governance committee membership: Executive Committee, Aviation Safety Committee.



Image: Adobe Stock | Westend61

Governance committees

CASA has 3 internal governance committees: the Executive Committee, the Aviation Safety Committee, and the Major Programs Board.

Executive Committee

The Executive Committee assists the Chief Executive Officer and the executive leadership team to drive the implementation of strategies as decided by the Board and the Chief Executive Officer and Director of Aviation Safety, and to manage the operations of CASA.

Membership of the Executive Committee comprises the Chief Executive Officer and Director of Aviation Safety, all executive managers, the Executive Adviser Special International and Regulatory Affairs and the General Counsel. The committee meets once every 3 to 4 weeks, or more often if required.

Aviation Safety Committee

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

Membership of the committee comprises the Chief Executive Officer and Director of Aviation Safety, all executive managers, and the Chief Risk Officer. The committee meets between 8 and 10 times a year.

Major Programs Board

The Major Programs Board (MPB), chaired by the Chief Executive Officer and Director of Aviation Safety, provides whole-of-portfolio oversight of programs and projects, and strategic advice and direction within organisational priorities for business improvement projects and interdependent and enabling activities.

Membership of the MPB comprises the Chief Executive Officer and Director of Aviation Safety, the Executive Manager Corporate Services, the Executive Manager Regulatory Oversight, the Chief Financial Officer, and 2 independent members from other Commonwealth entities. The MPB meets quarterly, or more often if required.

From 10 June 2026, the Executive Committee assumed oversight of the MPB's responsibilities through to 30 June 2027, subject to a formal review in early 2027 that will consider the suitability of reinstating the MPB or the Executive Committee continuing to provide oversight.

Management forums

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

Data Council

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

The Data Council is co-chaired by the Chief Information Governance Officer and Chief Data Officer, with membership including the Chief Information Officer, data custodians, business system owners and other staff with key roles related to data. The council meets 4 times a year or as needed.

Security Council

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

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

National Health and Safety Committee

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

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

Risk management

CASA applies an enterprise-wide approach to risk management consistent with the Commonwealth Risk Management Policy and the requirements of the PGPA Act. This approach is guided by the CASA Board's identification of strategic risks and risk appetite.

The Board's risk appetite statement supports effective risk management and decision-making through clear articulation of the level of risk that we are willing to accept in pursuit of our strategic objectives. It is linked to CASA's corporate plan and reviewed at least annually, together with CASA's risk management policy.

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

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

Internal audit arrangements

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

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

Public interest disclosure policy

CASA's policy and procedures on public interest disclosure are consistent with the requirements of the *Public Interest Disclosure Act 2013*. They enable confidential disclosure of matters and protect disclosers from fear or threats of reprisal for making a disclosure.

CASA reports the number and types of disclosures to the Commonwealth Ombudsman annually.

Conflict of interest

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

Board members

Section 58 of the Civil Aviation Act provides that a CASA Board member must not engage in any paid employment that, in the opinion of the Minister, conflicts with the proper performance of their duties as a member of the Board. Similarly, section 78 provides that the Director of Aviation Safety must not engage in any paid employment outside the duties of their office except with the Board's approval.

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

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

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

The Board has put in place arrangements for the BARC and the PCSC to manage and report conflicts of interest in the same way.

Employees

CASA's conflict of interest policy and procedures ensure that private interests of its employees do not improperly influence any employee's performance of their duties and responsibilities.

The policy requires employees to declare, on an ongoing basis, any private interests or associations which might interfere, or be perceived to interfere, with the objective performance of their roles. Such private interests might include previous or continuing employment in the aviation industry, private relationships with persons or entities that are regulated by CASA or perform services for CASA, ownership of particular assets such as aircraft or shares, or the receipt of particular benefits.

All employees complete an eLearning module which reminds them of key elements of CASA's conflict of interest policy.

Every employee must complete conflict of interest declaration forms annually and at various times during their employment, including on commencement and following a change of circumstance (such as a change of position). These declarations require disclosure of the full range of matters that could potentially give rise to a conflict of interest. Disclosures are assessed in terms of actual, potential and perceived risk of conflict. A mitigation strategy is established for any identified conflicts and reviewed and endorsed by the employee's manager.

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

CASA's Conflict of Interest Policy can be found on the CASA website at **casa.gov.au/conflict-interest-policy**.

Fraud control

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

CASA's *Fraud and Corruption Control Plan 2024–2026*, endorsed by the BARC and approved by the Board, aligns with the Commonwealth Fraud and Corruption Control Framework. The Industry Complaints Commissioner performs the role of CASA's Ethics and Integrity Officer, providing advice on escalating issues and reviewing matters such as fraud allegations, corruption, misconduct and instances of actual or apparent capture, in accordance with the plan. Further information is provided in Part 5 of this report.

Some minor irregularities, primarily involving the inadvertent use of CASA corporate credit cards, were identified and reviewed in 2025–26. Most instances were reported immediately by the employee. All funds from the inadvertent use of credit cards have been repaid in full. Employees were reminded of their obligations in relation to the use of the cards they hold.

Where fraud or corruption is suspected, the matter is referred internally in accordance with the fraud and corruption control plan to determine whether it requires further investigation or should be dealt with as a CASA Code of Conduct matter. In 2025–26, 7 allegations were reported through internal mechanisms. None were considered to be fraud. One was determined to require no further action; 3 were referred for administrative action such as a warning or counselling about correct application of internal policies; and 3 were referred to an external provider to undergo a Code of Conduct investigation.

All 3 investigated matters resulted in findings of breaches of the Code of Conduct.

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

Code of Conduct

During 2025–26, CASA continued to strengthen its workplace culture through a range of initiatives aimed at reinforcing respectful behaviours, leadership accountability and clear expectations for all employees.

A significant achievement was the modernisation of CASA's Code of Conduct and Values framework. The framework aligns with the Minister for Infrastructure, Transport, Regional Development and Local Government's Statement of Expectations (SoE) that CASA's Values and Code of Conduct are to be consistent with those of the Australian Public Service, as described in the SoE, and provides greater clarity, consistency and transparency in how behavioural matters are managed.

CASA also introduced a new misconduct framework which recognises that workplace conduct concerns may be managed through a range of responses, with formal Code of Conduct investigations representing one element of the framework.

During 2025–26, 8 misconduct investigations were commenced, with 6 of those investigations finalised. The finalised investigations found 3 employees had breached the Code of Conduct. Two investigations remain ongoing.

Table 8 provides details of workplace conduct matters in the past 3 financial years.

Table 8. Code of Conduct matters, 2023–24 to 2025–26

Detail	2023–24	2024–25	2025–26
Investigations commenced	8	3[a]	8
Investigations finalised	5	6[a]	6
Investigations ongoing at 30 June	3	0	2
Employees who breached the Code of Conduct	3	6[a]	3
Non-financial sanctions	2	3	0
Terminations	0	1[a]	1
Financial sanctions	1	0[a]	0

a. These results have been updated to correct errors shown in the 2024–25 annual report.



Image: Adobe Stock | Nicholas Matev/Stocksy

External engagement

We strive to consult and communicate effectively with the aviation industry and the wider aviation community, both in Australia and internationally, recognising that effective consultation and communication is central to our corporate goals and CASA's functions under the Civil Aviation Act.

This includes working with committees, stakeholder groups, international partners and other Australian Government agencies to support aviation safety. Further information is available at casa.gov.au/about-us/who-we-work.

Additional detail on CASA's external engagement activities and the measures used to assess performance is provided in the annual performance statements in Part 2 of this report.

Community engagement

CASA consults and communicates with all interested parties on aviation safety issues. We provide information across various platforms and participate in a range of forums and day-to-day interactions in the wider aviation community, including formal meetings, working groups and consultation committees.

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

Social media

Across all social media channels, CASA's total audience reached 150,187 followers in 2025–26. Established channels remained stable in terms of numbers of followers, impressions, engagements and post link clicks.

CASA's LinkedIn channel recorded the strongest growth, with 4,461 new followers gained during the year, bringing the total follower count to 57,137.

The highest-performing LinkedIn post announced the reappointment of CASA Chief Executive Officer and Director of Aviation Safety Pip Spence, achieving 14,810 impressions, 1,173 engagements and an engagement rate of 7.9%.

The highest-performing organic (non-paid) Facebook post related to a temporary restricted airspace announcement for the Air Force Roulettes display and fast jet fly-past, as part of the International Fleet Review in Sydney in March 2026. The post generated 143,900 views and 553 interactions (likes, shares and comments).

CASA Consultation Hub

The CASA Consultation Hub supports CASA's public consultations and feedback surveys. In 2025–26, 57,280 users visited the site, resulting in 144,732 page views.

We supported consultations on a range of aviation regulatory and airworthiness matters, including aircraft engineer and flight crew licensing, remotely piloted aircraft systems, aircraft certification, and airworthiness requirements.

We also sought stakeholder feedback on several airspace initiatives, including flight information services, visual flight rules procedures, and updates to aviation charts and navigation information.

Table 9 outlines consultation activity delivered through the consultation hub and the responses received.

Table 9. CASA Consultation Hub activity, 2023–24 to 2025–26

Period	2023–24	2024–25	2025–26
Public consultations and feedback surveys supported	31	34	27
Responses received	2,874	4,107	733

Magazine

Flight Safety Australia, CASA's flagship publication, is a highly regarded source of credible and informative coverage of aviation safety. In 2025–26, the print edition was circulated to over 3,000 subscribers every 3 months. The online edition attracted 374,016 page visits, an overall increase of 7% from 2024–25.[1]

E-newsletters and emails

In 2025–26, CASA published 9 e-newsletters:

- *Know Your Drone*, a monthly newsletter with information for recreational users of drones and model aircraft
- *Maintenance Matters*, a monthly newsletter distributed to aircraft maintenance engineers and maintenance organisations to update them on changes to the rules and safety topics for their sector
- *Regulatory Wrap-up*, a monthly summary of regulatory activities that is emailed to relevant subscription mailing lists, outlining new consultations, rules and regulations, instruments, guidance materials, events and other news
- *RPAS News*, a monthly newsletter with commercial drone information, sent to remote pilot licence holders and remotely piloted aircraft operator certificate holders
- *The CASA Briefing*, our monthly newsletter for people working in the aviation industry or interested in aviation
- *Your safety is in your hands*, a monthly newsletter for fixed-wing pilots and rotary pilots, promoting ongoing safety education and resources available via CASA's pilot safety hub
- *Focus on Flight Ops*, a newsletter sent to aviation operators every 1 to 3 months to help them understand and comply with the next set of milestones in the implementation of the flight operations regulations, including guidance materials and resources
- *Know Your Drone Safety Advocates*, a quarterly newsletter sent to CASA-recognised drone manufacturers, wholesalers and retailers, to maintain strong relationships, share regular updates and support them to educate customers on the drone safety rules when selling drones
- *Aerodrome Insights*, a newsletter sent to certified aerodrome operators bi-annually to keep them informed of changes to rules and regulations.

CASA also communicated with the aviation community and public through about 600 targeted bulk emails during the year.

Table 10 provides details of subscriber engagement with our newsletter content in 2025–26.

1 Figures reported in previous annual reports as 'unique visitors' or 'active visitors' are more accurately described as 'page visits'.

Table 10. Engagement with e-newsletter campaigns, 2025–26

Frequency	E-newsletter	Subscribers	Open rate (%)
Monthly	*Know Your Drone*	67,892	49.8
Monthly	*Maintenance Matters*	2,334	39.4
Monthly	*Regulatory Wrap-up*	16,233	46.3
Monthly	*RPAS News*	36,889	51.7
Monthly	*The CASA Briefing*	45,102	57.1
Monthly	*Your safety is in your hands* (for fixed-wing pilots)	26,230	67.6
Monthly	*Your safety is in your hands* (for rotary pilots)	2,855	65.8
Every 1 to 3 months[a]	*Focus on Flight Ops*	8,584	48.6
Quarterly	*Know Your Drone Safety Advocates*	68	50.0
Every 6 months	*Aerodrome Insights*	270	46.5

a. Eight newsletters were published from July 2025 to June 2026.

Seminars

During 2025–26, our team of aviation safety advisors delivered 138 face-to-face AvSafety seminars and 339 on-site visits around Australia, connecting with over 4,300 industry members.

Our pilot seminars focused on aviation decision-making, providing practical guidance to help pilots make informed decisions before and during flight and understand the factors that influence performance and safety.

Engineering seminars focused on effective communication in the maintenance environment, highlighting strategies to improve collaboration, increase clarity, and reduce misunderstandings across teams.

The aviation medicine team provided aeromedical regulatory training to 3 initial aviation medical examiner courses and one specialist medical consultant course, equipping more than 50 new medical examiners and consultants to support medical certification.

Webinars

As part of the *Your safety is in your hands* pilot safety campaign, CASA held 10 AvSafety webinars during the year. Presented by aviation safety advisors with support from industry partners and subject matter experts, the webinars attracted more than 2,000 registrations and around 1,200 participants from across the aviation sector.

The webinars covered a range of safety topics, including aerodrome operations, pilot competency, bushfire safety, night flying, environmental hazards, airspace communications, and dangerous goods. Recordings were made via YouTube after each session.

CASA also continued its digital badge program to recognise pilots' commitment to ongoing professional development. More than 740 badges were issued during the year, including 'continuous learner' badges awarded to participants who attended multiple webinars. These badges provide a visible recognition of ongoing learning and safety engagement.

We also:

- co-hosted a webinar with Airservices Australia on upcoming airspace changes to support the opening of Western Sydney International (Nancy-Bird Walton) Airport – the webinar was held in May 2026 and attracted 318 registered participants
- hosted 8 specialist aviation medicine webinars, attended by 610 aviation medical examiners and other medical specialists
- participated in 6 industry webinars on aviation medicine, women's health, mental health and aviation peer support.

Plain English guides

We published 2 new plain English guides this year, covering:

- CASR Part 133 (Australian air transport operations – rotorcraft)
- CASR Part 135 (Australian air transport operations – smaller aeroplanes).

These guides simplify complex regulatory language from the CASR, relevant Manuals of Standards and, where applicable, CASR Part 119 (Australian air transport operators – certification and management), providing practical guidance to help operators stay compliant. Their release brought the total number of guides to 9, in addition to the Visual Flight Rules Guide.

In May 2026, CASA announced that candidates sitting any pilot exam may bring the relevant plain English guides into the exam room. This change gives candidates more flexibility to choose reference material that best supports them.

Aviation safety campaigns

Under the Civil Aviation Act, we have a responsibility to encourage greater acceptance of aviation safety through education and training programs. CASA continued to deliver multiple campaigns in 2025–26, as described in this section. The report on CASA's key activity 2.1 in Part 2 of this report provides more details of campaign performance.



Your safety is in your hands

The campaign recognition for *Your safety is in your hands* remained high in 2025–26, with 6 in 10 (63%) pilots saying they had taken action after seeing the campaign, including speaking with other pilots, changing their flying habits, or searching for more safety information. Almost a quarter of pilots reported adopting safer flying practices as a direct result of seeing the campaign.

Compared with the pre-campaign benchmark, engagement with CASA safety resources increased, with 37% of pilots visiting either the pilot safety hub or the CASA website for safety information. More pilots also accessed key campaign resources, including webinars, quizzes and audio products; and spent more time engaged in their safety education, with almost one in 3 dedicating 6 or more hours over the previous 2 months.

The campaign is helping pilots feel more confident navigating safety material, with 61% agreeing that CASA makes aviation safety information easy to understand and 80% knowing where to find the most up-to-date information – both measures remained above the pre-campaign benchmark.

Satisfaction with CASA safety information is steady, with pilots agreeing that the information is easy to access and understand, and that CASA is doing a good job educating the sector. Pilots' attitudes and perceptions about safety practices also remain strong. Most report having good fuel planning and situational awareness, consistently checking weather forecasts, and following pre-flight checklists. Among pilots who had seen the campaign, 90% were significantly more likely to strongly agree that they make the appropriate radio calls and look and listen out before joining the circuit (compared with 84% of those who had not seen the campaign).

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

For more information visit the pilot safety hub at **casa.gov.au/pilots**.

Know Your Drone

The *Know Your Drone* campaign is in its seventh year and continues to support CASA's long-term aim of promoting safe recreational drone flying behaviours. The campaign encourages users to visit the *Know Your Drone* website, learn drone safety rules and test their knowledge with a quiz.

Phase 7 of the campaign ran from 19 December 2025 to 28 March 2026 and targeted Australians aged 18 years to 64 years old who were early technology adopters, new or prospective drone owners, or casual flyers needing to refresh their knowledge of safety rules. The campaign reached 3.4 million users across digital channels, performing well on social media.

The drone safety advocates initiative continued to expand, strengthening CASA's partnerships with retailers, manufacturers and wholesalers to improve drone safety. The network now includes 51 partners, since Kmart and Target joined during the reporting period. Advocates play a key role in promoting safe drone operations by providing customers with clear information on when, where and how they can fly their drones.

The campaign continues to deliver value by improving awareness of drone safety rules and encouraging safer drone behaviours across Australia. For more information visit **knowyourdrone.gov.au**.

Pack Right. Safe Flight.

In its second year, the *Pack Right. Safe Flight.* dangerous goods campaign continued to educate passengers on what they can and cannot pack in their luggage. The campaign focuses on influencing behaviour at the point of packing to reduce in-flight safety risks associated with lithium batteries and common consumer items such as power banks and vapes.

The legacy *Can I pack that?* app was decommissioned during the reporting period, with users redirected to the current campaign website to streamline access to current information.

Targeted promotion supported campaign reach during peak travel periods, such as Easter. The activity delivered clear guidance on packing lithium batteries and power banks, generating more than 1.66 million views and driving a substantial increase in website traffic.

To extend the reach of campaign messaging, CASA partnered with the Department of Home Affairs (Home Affairs), the Australian Border Force, and the Smartraveller website of the Department of Foreign Affairs and Trade (DFAT).

The campaign has attracted strong international interest as an example of an evidence-based safety initiative. Aviation authorities from several ICAO Member States, including the UK, Norway, Finland and Ireland, have engaged with CASA on adapting the campaign for their own safety promotion activities.

During 2025–26, the campaign website received more than 323,000 page views, and the search page received more than 71,000 views. The most popular searches were for power banks, spare batteries, small electrical appliances, laptops, dry batteries and disposable razors.

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

Aviation Safety Pledge

CASA's Aviation Safety Pledge, now in its second year, continues to call on pilots, aircraft maintainers and relevant organisations to publicly commit to actions that keep aviation safe. The pledge, which is an extension of the pilot safety campaign, aims to turn intention into action by using the power of public commitment to drive safer behaviours.

During the reporting period a further 36 organisations, 207 pilots and 30 aircraft maintainers took the voluntary pledge. Once users take the pledge, they can opt in to receive a digital badge to highlight their commitment to safety and share it on LinkedIn, Facebook or other social media platforms: 258 digital badges were issued in 2025–26.

One in 3 pilots surveyed in 2025–26 had heard of the pledge and, of those, over 30% had taken it. Among those who had pledged, 46% had discussed aviation safety with other pilots, and 59% had encouraged others to adopt safer practices, up from 42% last year.

The pledge is helping to strengthen a positive safety culture by fostering a shared sense of responsibility across individuals and organisations. For more information, visit **casa.gov.au/pledge**.



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Other campaigns

In addition to our flagship pilot and drone safety campaigns, we promoted safety on a range of other topics in 2025–26, including:

- ADS-B – We continued to promote the safety benefits of Automatic Dependent Surveillance-Broadcast (ADS-B) equipment, including through ongoing promotion of the *Can you be seen?* guide.
- airspace changes for Sydney and Ballina – We produced material increasing awareness of, and encouraging industry to prepare early for, significant airspace changes to occur in the Sydney basin and the Ballina region from 9 July 2026. Activity focused on what pilots could do to learn about and prepare for the changes and where to access resources and support.
- aircraft maintenance engineers (AMEs) – We delivered the third annual *May-tenance Month* safety campaign, centred on the theme '*The safety chain starts with you*'. The campaign recognised the critical role of AMEs in aviation safety. It was supported by digital toolbox talks (covering certification, inspections, decision-making and learning from occurrences), the release of the *Self-study pathway to becoming a licensed aircraft maintenance engineer*, and a month-long social media campaign for AMEs and apprentices.

Aviation Safety Advisory Panel

The Aviation Safety Advisory Panel (ASAP) is the primary advisory body through which CASA directs its engagement with industry and seeks input on current and future regulatory and associated policy approaches.

Membership and meetings

Andrew Andersen continued in the role of Chair of the ASAP during 2025–26.

The industry members in 2025–26 were Stuart Aggs, Paul Crawford, Adrianne Fleming OAM, Tom McCarthy, Andrew Monaghan, Shannon O'Hara, Mark Thompson, Lea Vesic, and Mark Wardrop. Together they represent a whole-of-industry advisory body including leaders from major airline operators and representation also focused on engineering, insurance, air transport, aeromedical, recreation, regional, flight training and RPAS sectors.

The ASAP terms of reference were refreshed during this period. The updates included consideration of CASA's SoI and regulatory philosophy, and align with CASA's broader consultation policies.

The ASAP met 4 times during 2025–26.



Image: Adobe Stock | Nunez Image SL/Stocksy

Keeping dangerous goods out of the global postal network

CASA played a key role in shaping international discussions on the safe transport of mail by air, helping to strengthen global safeguards against dangerous and prohibited items entering the postal system.

Tara Ahearn, a CASA dangerous goods specialist, represented Australia at the 8th International Civil Aviation Organization–Universal Postal Union (ICAO–UPU) Contact Committee meeting in Montreal, Canada. The committee brings together aviation and postal experts from around the world to improve the safety, efficiency and security of international mail networks.

The UPU, which is a specialised agency of the United Nations, works with ICAO to develop harmonised standards for the movement of international mail, such as articles carried on passenger and cargo aircraft.

Representing Australia's interests, CASA contributed to discussions on proposed changes to international postal requirements, ensuring that they remain consistent with Australia's aviation safety framework, including the air transport requirements contained in CASR Part 92 (Consignment and carriage of dangerous goods by air).

Key topics included improving the detection of prohibited items in the mail stream, strengthening controls for the transport of lithium battery-powered devices, and reviewing arrangements for biological substances and other dangerous goods transported by air.

Through participation in international forums such as the ICAO–UPU Contact Committee, CASA helps influence global standards while supporting the safe transport of millions of postal items carried by air each year.

Technical working groups and expert reference groups

The ASAP is supported by several technical working groups (TWGs) and expert reference groups. These are established as required so that industry members and relevant technical experts can provide input to the ASAP on specific technical issues and proposals.

In 2025–26, 17 TWG meetings were conducted, including face-to-face gatherings and video conferences. This was supported by broader consultation via the CASA Consultation Hub.

The broad themes of industry consultation via TWGs included:

- Australia's future airspace framework
- sport and recreation aviation
- medium RPAS enablement
- large air transport and business transport
- night vision imaging systems for fixed-wing aircraft
- obstacle limitation surfaces modernisation
- medical reforms for pilot licensing.

Four engagement meetings with expert reference groups were held on the topics of instructional flying, and the adoption of Modernization of Special Airworthiness Certification (MOSAIC) rules for light sport aircraft in the Australian aviation context.



Image: Adobe Stock | Wavebreak Media

General Aviation Workplan

The General Aviation Workplan is one of the Australian Government's key commitments outlined in the 2024 Aviation White Paper. CASA developed the 2025 workplan in consultation with the ASAP and the General Aviation Advisory Network, which was established by the Australian Government to provide advice to the Minister on matters affecting the general aviation sector.

The updated workplan reflects lessons learned, industry feedback, and the ongoing challenges faced by pilots, maintainers, and operators, particularly in rural and remote areas. It includes 21 initiatives, with a focus on:

- improving pilot licensing rules
- streamlining airworthiness and maintenance
- simplifying health arrangements
- expanding sport and recreation aviation
- driving continuous improvement across the sector.

Aviation State Engagement Forum

The Aviation State Engagement Forum is a state-based consultative online platform for matters relating to airspace and related procedures in Australia, facilitated by CASA.

The website supports the communication and publication of information and proposals relating to airspace, procedures and other state, regional and national matters, while creating an automated, cost-effective repository for papers and consultations.

In 2025–26, 103 advisory papers and consultations were published on the website at avsef.gov.au.

Sponsorship and grants

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

In 2025–26, CASA accepted applications for safety promotion sponsorships and for scholarships for AMEs and safety managers.

Table 11 shows the value of CASA's sponsorships and grants, and the numbers of organisations or events assisted.

Table 11. Sponsorships and grants, 2023–24 to 2025–26

Result	2023–24	2024–25	2025–26
Total funds	$240,251	$223,354	$156,834
Number of organisations/events	39	34	33



Intragovernmental engagement

Cooperation between Australian Government agencies that have an interest in the aviation sector helps to reduce the duplication and fragmentation of government policies, regulations and services. CASA works with other government agencies to facilitate cooperation.

Tripartite agreement on engagement with ICAO

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

The TMG agencies support and fund Australia's Permanent Mission to ICAO in Montreal, Canada. The Tripartite MoU sits alongside the *Memorandum of Understanding of Australia's Agencies Involved in Civil and Defence Aviation*. The TMG updates the Aviation Implementation Group (AIG).

Australian agencies involved in civil and defence aviation

The *Memorandum of Understanding of Australia's Agencies Involved in Civil and Defence Aviation* in relation to the management of aspects of international activities was signed in July 2023 and records arrangements between CASA and:

- Airservices Australia
- the Australian Maritime Safety Authority (AMSA)
- the ATSB
- the Bureau of Meteorology (BoM)
- Defence
- DFAT
- Home Affairs
- the Department.

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

The MoU should be read with the Tripartite MoU, which records arrangements between the TMG member agencies.

Participating agencies meet twice yearly to discuss and coordinate whole-of-government arrangements on international and domestic aviation matters, including ICAO issues. The group reports to the AIG.

Aviation Policy Group

The Aviation Policy Group (APG) is a high-level interagency group representing the government agencies with responsibility for aviation policy, regulation and service provision. Chaired by the Secretary of the Department, its members include CASA's Chief Executive Officer and Director of Aviation Safety; the Chief of Air Force; and the Chief Executive Officer of Airservices Australia. Home Affairs, the ATSB and the Australian Space Agency are represented in the group by invitation. The APG meets several times each year and reports to the Minister for Infrastructure, Transport, Regional Development and Local Government.

The APG provides a forum for coordinating effective interagency policy coordination and working through aviation issues at a strategic level. CASA's Chief Executive Officer and Director of Aviation Safety participated in each of the 2 meetings during 2025–26.

Aviation Implementation Group

The AIG is a working group of senior officials comprising representatives from the Department, CASA, Airservices Australia and Defence. Reporting to the APG, the AIG supports the implementation of cross-agency strategies.

Airservices Australia

CASA works closely with Airservices Australia to ensure the safe and effective management of Australia's air navigation system, with air navigation as the most important consideration.

CASA is responsible for establishing and maintaining the regulatory framework that governs air navigation services, including the development of safety standards, certification requirements, and ongoing regulatory oversight. In developing and amending aviation legislation, CASA considers changes to ICAO's SARPs for air navigation services, as well as their economic impact. CASA also monitors and assesses the extent to which Australia's aviation regulatory framework aligns with ICAO standards and recommended practices, as outlined in Part 2 of this report.

Airservices Australia, as the designated air navigation service provider, delivers air traffic control, airspace management, and supporting navigation services in compliance with CASA's regulatory requirements.

The relationship between CASA and Airservices Australia is underpinned by a clear separation of regulatory and service delivery functions, while enabling strong coordination on safety matters. CASA exercises independent oversight through certification, surveillance, audits, and safety performance monitoring, while Airservices Australia implements approved systems, procedures and technologies to manage air traffic safely and efficiently. CASA also actively oversees Airservices Australia's discharge of its obligations and responsibilities as Australia's designated air navigation service provider, including the provision of air traffic control services.

Regular engagement, information sharing and collaborative safety risk management ensure that emerging hazards are identified and addressed in a timely manner. CASA uses safety performance data, surveillance outcomes, and risk intelligence derived from the air navigation system to identify systemic risks and inform regulatory priorities, oversight activities and, where required, amendments to standards and guidance material.

This structured and cooperative approach supports continuous improvement in air navigation safety and ensures that decisions affecting the safety and management of Australia's air navigation system are made with safety as the foremost priority.

Australian Transport Safety Bureau

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

The MoU and the statement ensure that:

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

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

Australian Space Agency

The *Memorandum of Understanding on Efforts to Enhance the Safety of Spaceflight and Air Navigation* formalises cooperation between CASA and the Australian Space Agency to strengthen regulatory cooperation and information sharing in support of safe and sustainable growth across Australia's aviation and space sectors.

This MoU focuses on 4 key areas: regulatory cooperation, space-related airspace risk management, emerging aviation and spaceflight technologies, and engagement on international issues. During the year, CASA and the Australian Space Agency continued to progress collaborative initiatives, with a particular focus on integrating spaceflight considerations into airspace risk management and supporting the safe evolution of shared airspace.

International engagement

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

- engaging with ICAO, guided by the *Memorandum of Understanding in relation to arrangements for Australia's participation in the International Civil Aviation Organization*, alongside the *Memorandum of Understanding of Australia's Agencies Involved in Civil and Defence Aviation*, and our engagement priorities
- establishing, reviewing and improving bilateral and multilateral arrangements with counterpart regulatory agencies, to streamline industry standards and requirements, support a coordinated approach to regulation and reduce regulatory costs
- working in partnership with like-minded regulators through networks and working groups on common and emerging challenges in aviation and aerospace
- supporting our Asia-Pacific neighbours through regional cooperation and the provision of technical assistance or advice relating to regulatory activities to improve oversight and international compliance.

International Civil Aviation Organization

Australia is one of 193 Member States of ICAO, a specialised agency of the United Nations with responsibility for creating SARPs for civil aviation. ICAO was established in 1944 by the *Convention on International Civil Aviation* (Chicago Convention), which provides for the safe and orderly development of international civil aviation.

In keeping with the expectations and resolutions of the triennial assembly of all Member States, ICAO operates through the ICAO Council, the Air Navigation Commission and various technical working groups and panels established in accordance with arrangements endorsed by all Member States. Australia is a longstanding member of the ICAO Council and one of 11 elected 'States of chief importance in air transport'.

CASA is represented on 14 of the 19 technical panels established by the Air Navigation Commission and on panel working groups, task forces, study groups and regional groups, including the Asia/Pacific Air Navigation Planning and Implementation Regional Group, the Regional Aviation Safety Group – Asia Pacific, and associated subgroups such as the Asia Pacific Regional Aviation Safety Team. Our expertise in these groups makes a significant technical and leadership contribution to ICAO, as reported in Part 2 of this report.

CASA participated in the 42nd ICAO Assembly from 23 September to 3 October 2025. The aviation safety outcomes reflected the maturity of this core ICAO strategic objective of safety with a focus on measures to support the implementation of existing ICAO SARPs by all Member States.

There was strong support for Australia's working papers on aviation safety.

- We called for the development and implementation of measures to facilitate legally compliant and safe uncrewed aerial system operations over the high seas.
- We sought better guidance material from ICAO on implementing peer support programs, and on the health promotion and inclusion of preventive activities and screening for safety-relevant conditions.
- We had success in encouraging ICAO to reform its audit programs to better account for outcome-based regulatory frameworks, by supporting and co-sponsoring a paper presented by New Zealand.
- There was also overwhelming support for a paper jointly prepared by Australia and New Zealand calling on ICAO to improve how it communicates with Member States, which was of particular relevance to Pacific Island countries with limited staffing resources.

Australia was re-elected to Part 1 of the ICAO Council for the 2025–2028 triennium.

Cooperative arrangements and agreements

Bilateral arrangements and agreements enable CASA to formalise regulatory relationships and streamline regulatory processes with foreign counterparts, which benefits the aviation industry by improving the consistency of safety considerations, supporting a coordinated approach to regulation, and reducing regulatory costs.

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

Information on cooperative arrangements and agreements made in 2025–26 is outlined in Part 2.

Engagement with aviation authorities

CASA continued to proactively engage and maintain positive working relationships with other key aviation authorities in 2025–26.

CASA is a member of the National Aviation Authorities Network, which consists of the aviation authorities of Australia, Canada, New Zealand, the UK and the USA. The network aims to foster cooperation, learning, and sharing of best practices by working in partnership on common challenges in aviation. Further information on the network's activities in 2025–26 is outlined in Part 2.

CASA is an Executive Committee member of the Federal Aviation Administration – Asia-Pacific bilateral partners forum, which progresses and identifies opportunities for alignment and cooperation. CASA participates in working groups of the forum, including on advanced air mobility, uncrewed aircraft systems certification, continued operational safety, and surveillance strategies.

CASA also engages with Canada and New Zealand under a trilateral partnership, holding discussions on industry engagement; ICAO engagement; ICAO audits; facilitating cross-jurisdictional aerial work operations; internal safety culture; enforcement of operational manual requirements; safety management systems; and over-the-horizon scanning.

Regional cooperation

The Australian Government's arrangements with Indonesia and the Pacific on aviation matters form part of a whole-of-portfolio approach to capacity building which includes the Department, Airservices Australia, the ATSB, AMSA, and the BoM.

In 2025–26, regional cooperation included activities focused on:

- enhancing international and domestic ramp inspection capabilities
- delivering foundational and specialist safety management system training
- improving the consistency of state safety program implementation
- building aviation health capability
- strengthening aviation safety in the Asia-Pacific region.

CASA liaised closely with the Department and DFAT on regional aviation safety approaches and continued to provide advice to the Pacific Aviation Safety Office through governance meetings, with discussions focused on regional preparations for ICAO audits, information sharing, and the office's implementation of comprehensive oversight frameworks.



Image: A Surf Life Saving Services NSW coastal operations unit positioned to support drone-based surveillance and public safety activities. Source: Surf Life Saving NSW

CASA's involvement with Surf Life Saving Services NSW

CASA has worked with Surf Life Saving Services NSW to support the safe evolution of remotely piloted aircraft operations for coastal surveillance, beach safety and emergency response.

Through its Australian Uncrewed Aerial Vehicle Service, Surf Life Saving Services NSW is using beyond visual line of sight (BVLOS) operations to extend the reach of its drone capability.

Surf Life Saving Services NSW's Drone in a Box program enables qualified pilots at the Remote Operations Centre (ROC) in Belrose to remotely launch, monitor and recover aircraft deployed at coastal locations, providing a scalable model for persistent surveillance across large geographical areas.

During the reporting period, Surf Life Saving Services NSW conducted more than 600 BVLOS flights and continued to mature its procedures, workforce capability and safety systems.

The program also delivered practical public safety outcomes: ROC-operated sites detected more than 100 sharks over summer and supported local coastal safety responses.

By safely enabling the BVLOS capability that underpins remote drone operations, CASA is helping Surf Life Saving Services NSW and the NSW Government scale this important public safety program, including broader use of Drone in a Box and BVLOS technology to strengthen year-round coastal surveillance and beach safety across the state.

The project highlights CASA's positive role as a constructive safety regulator: partnering with industry and government to enable innovation, support emergency service capabilities and help deliver safer outcomes for the Australian community.

4 PART FOUR

People

This part of the report describes how CASA ensures that it provides a safe and rewarding work environment for its employees.



Image: Adobe Stock | Yakobchuk Olena

People management

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

Strategy

CASA's *People and Culture Strategy 2022–2027* has 4 pillars:

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

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

During 2025–26, CASA continued to implement initiatives outlined in the CASA *Strategic Workforce Plan 2024–2027*. This included:

- developing an Aviation Technical Training Continuum which incorporates a technical capability framework for the aviation technical workforce and a process to enable all training review or development to be prioritised according to organisational needs
- commencing a trial of the workforce planning methodology, which will continue into 2026–27.

Key achievements

In 2025–26, CASA progressed several significant people management initiatives, including:

- improving the integration and promotion of psychosocial health, wellbeing and early intervention resources to support psychological wellbeing and psychologically safe workplaces
- relaunching CASA's Harassment Contact Officer Network to strengthen early support pathways for employees
- updating the mandatory eLearning package on bullying, harassment and discrimination to reflect contemporary practice and organisational expectations
- finalising phase 1 of the Work Level Standard review for the Aviation Safety Regulator 2, Aviation Safety Regulator 3, Flying Operations 2, and Flying Operations 3 classifications, which was published after consultation with staff and unions.

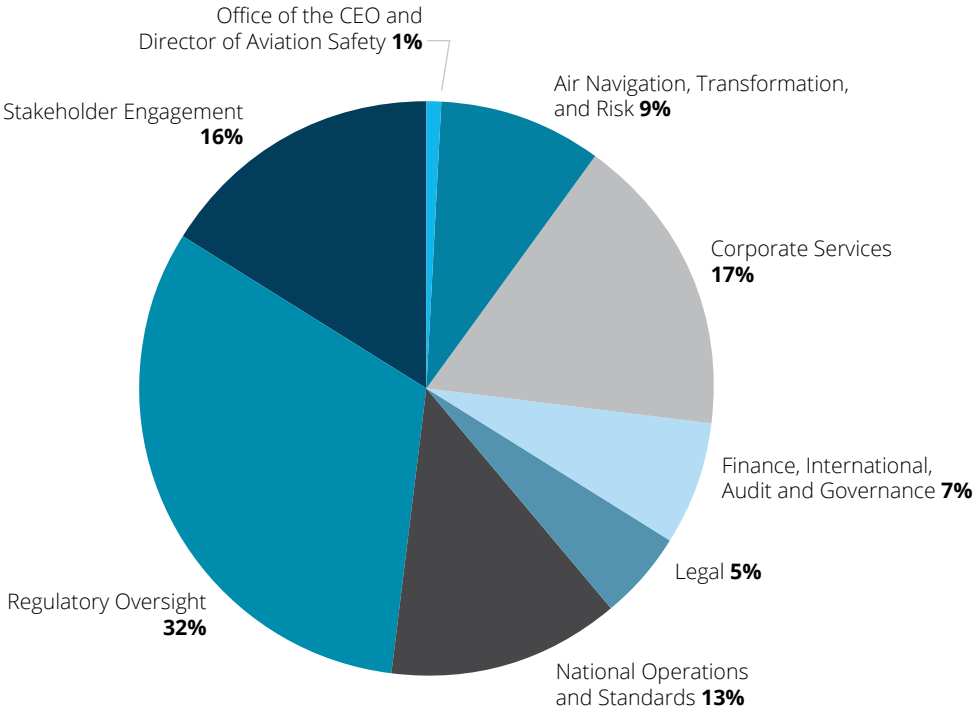
Employees

At 30 June 2026, CASA's average staffing level (ASL) was 829 full-time equivalent (FTE) employees against an allocation of 832. The ASL is a measure of FTE employees averaged across the financial year.

Tables B.1 to B.4 in Appendix B show details of employee numbers by location, gender and full-time/part-time work.

Figure 10 shows the breakdown of employees into CASA's main work areas.

Figure 10. Proportion of employees by work area at 30 June 2026



Workplace agreements

At 30 June 2026, 96% of employees were covered by the *CASA Enterprise Agreement 2023–2026*, which commenced on 11 March 2024. The remaining 4% of CASA employees were engaged under individual common law contracts that outline the terms and conditions of an individual's employment.

The agreement allows for 3 salary increases for all classifications covered by the agreement. This is in line with the bargaining parameters of the *Public Sector Workplace Relations Policy 2023.*

Unplanned absences

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

In 2025–26, CASA employees used an average of 15 days of unscheduled leave per FTE employee, as shown in Table 12.

Table 12. Unplanned absence rates, 2023–24 to 2025–26 (days per FTE)

Financial year	CASA	Australian Public Service
2023–24	12.8	13.1
2024–25	13.9[a]	13.8
2025–26	15.0	n.a.[b]

FTE = full-time equivalent employee

a. The 2024–25 annual report incorrectly showed this as 11.6.
b. The Australian Public Service average for 2025–26 will be published in late 2026.

Employee turnover

In 2025–26, 65 ongoing employees separated from CASA. The ongoing employee separation rate was 7.8%, as shown in Table 13.

The 3 primary reasons for ongoing separation in 2025–26 were retirement (41.5%), resignation from CASA (38.5%) and resignation and transfer to an Australian Public Service agency (9.2%).

Table 13. Employee turnover, 2023–24 to 2025–26 (% of ongoing employees)

Financial year	CASA	Australian Public Service
2023–24	12.2	10.7
2024–25	7.5	9.6
2025–26	7.8	n.a.[a]

a. The Australian Public Service average for 2025–26 will be published in late 2026.



Workplace diversity and inclusion

Throughout 2025–26, CASA continued to foster a diverse and inclusive workplace, ensuring that we have the capability and capacity to meet current and emerging challenges facing aviation safety regulators and contemporary workplaces.

Based on national and international research and CASA's involvement with Diversity Council Australia, we define 'diversity' and 'inclusion' as follows:

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

Workforce diversity promotes and enhances CASA's culture of acceptance, creative thinking and ideas sharing, and boosts CASA's attractiveness to potential employees. CASA remains committed to enhancing the diversity of our workforce and recognises the positive impact of diversity of thought and diversity of experience. We actively support a range of programs to promote an inclusive workplace.

During the year, CASA reaffirmed its commitment to increasing participation rates for First Nations employees, people living with a disability, and female representation in management positions.

Diversity profile

Table 14 shows the diversity of CASA's workforce over the past 3 financial years.

Table 14. Diversity in CASA's workforce, 2023–24 to 2025–26 (% of total employees)

Identity		2023–24	2024–25	2025–26
Aged 55 years or over		38.0	38.4	37.7
Culturally and linguistically diverse[a]		31.1	31.9	31.6
Gender	Female	37.8	38.6	39.2
	Male	62.1	61.3	60.6
	Other	0.1	0.1	0.2
Indigenous Australian		3.2	3.2	2.9
With disability		4.2	5.1	4.9

a. These results use the definition of 'culturally and linguistically diverse' set out in the Australian Public Service Culturally and Linguistically Diverse Employment Strategy, which comprises employees born outside Australia and employees who speak a language other than English at home.

Gender equality

As part of the Australian Government response to the Australian Human Rights Commission's Respect@Work report, Commonwealth public sector employers are required to report annually to the Workplace Gender Equality Agency (WGEA) in line with requirements set out in the *Workplace Gender Equality Act 2012*.

CASA submitted mandatory information to WGEA in May 2026 for the period 1 January 2025 to 31 December 2025. CASA's total remuneration gender pay gap was 22.3%, which was steady with the result for 2024–25 and compared to an average of 6.4% for the Commonwealth public sector.

Factors contributing to CASA's gender pay gap include:

- a significant proportion of the technical aviation positions, which often require very specific qualifications, are occupied by men (approximately 84.6%), who may be eligible to receive allowances such as endorsement loadings of up to $85,355 (Level 4 Endorsement Loading, effective from November 2024) in addition to their base salary
- under-representation of women in leadership roles
- over-representation of women in lower-level roles
- a higher percentage of female staff are employed in part-time roles.

In line with the new reporting requirements, CASA identified the following 3 targets, drawn from the WGEA Equity Targets Menu, to focus efforts to assist with closing the gap:

1. Increased representation of managers (increase female participation)
2. Undertake gender pay gap analysis
3. Mechanisms for reporting to employer's CEO, key management personnel and the governing body on sexual harassment.

First Nations employment

First Nations workforce representation is reported in CASA's workforce diversity profile and remains an important measure of progress towards a more representative workforce. CASA recognises that strengthening First Nations representation requires sustained effort across attraction, recruitment, career development, retention and leadership pathways. This is particularly important for CASA, where we have a small number of First Nations staff and therefore any separations have a material impact on our ability to maintain or grow our First Nations cohort. This is one of the reasons why CASA continued to focus on retention and support our First Nations staff through career development and leadership opportunities and initiatives during 2025–26.

CASA continued its involvement in the Jawun Secondment Program to support place-based capacity building and Indigenous-led change. Josephine Park, from our Legal Division, was seconded to Kununurra, Western Australia, to support Binarri-binyja yarrawoo Aboriginal Corporation (BBY). BBY helps support and facilitate joint action by Aboriginal organisations, government and non-government organisations and corporate partners to achieve transformational change.

In August 2025, CASA facilitated a Career Planning and Development Workshop for First Nations employees, providing participants with tools and guidance to develop personalised career plans and support their long-term career aspirations. This provided practical tools and guidance to support career development, professional growth and future leadership aspirations.

Throughout 2025–26, CASA delivered initiatives identified in our Stretch Reconciliation Action Plan, including:

- celebrating National Reconciliation Week
- developing and publishing an Indigenous Stakeholder Engagement Plan to assist staff in identifying First Nations businesses and individuals when procuring goods and services.

In January 2026, 2 of our First Nations employees, Bejay Cook and Ivan Saltner, graduated from the JY Australia Indigenous Development and Employment Program. The program is a transformative initiative designed to empower First Nations professionals through leadership training and mentorship.

Leadership and networks

Our 3 diversity champions advocate for and support initiatives to build a more inclusive workplace. They also provide guidance, support and advocacy for our 4 employee-led diversity networks, which share common goals of:

- engaging in conversation to educate colleagues and remove biases
- driving meaningful change by contributing to strategy and policy development
- stepping out and encouraging others to step up, resulting in a barrier-free workplace
- empowering through connection with external networks and partnerships.

The maturity and accomplishments of the networks continued to grow in 2025–26.

CASA Abilities Network

The CASA Abilities Network (CAN) has 20 members and is championed by Andreas Marcelja, Executive Manager Stakeholder Engagement.

CAN aims to raise awareness about people living with disability and contribute to building an accessible, inclusive and safe workplace. The network advocates for change in the way people with diverse abilities are perceived, by creating awareness, promoting understanding, and participating in conversations, events and initiatives.

In 2025–26, CAN:

- invited staff to share photos reflecting the theme 'What does caring mean to you?' during National Carers Week, raising awareness of carers and celebrating the diverse experiences of employees across CASA
- promoted the launch of a new CLASS eLearning course to build knowledge of neurodiversity and create more inclusive workplaces and recruitment practices
- delivered awareness, learning and fundraising activities, including a workplace online seminar on neuroinclusion, a neurodiversity support awareness session with CASA's Employee Assistance Program (EAP) provider, and a fundraising sock sale for Down Syndrome Australia.

CASA Aboriginal and Torres Strait Islander Employee Network

CATSIEN has 19 members and is championed by Philippa Crome, Executive Manager Corporate Services.

CATSIEN was established as a consultative forum to discuss matters of concern to First Nations employees, and supports CASA to remove barriers to employment, increasing First Nations representation, inclusion and promotion of workplace diversity.

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

- recognised annual commemorative events including National Reconciliation Week and NAIDOC week
- held the annual CATSIEN conference in May 2026 in Narrm (Melbourne)
- secured endorsement and approval for the use of the term 'First Nations' in official CASA documents, guidance materials, publications, and internal and external communications, ensuring a respectful and consistent approach to referring to Aboriginal and Torres Strait Islander peoples
- facilitated First Nations staff participating in surveillance activities across remote locations as part of CASA's Reconciliation Action Plan.

Gender Equity Network

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

GEN is an employee-coordinated and driven network which aims to improve gender equity and equality outcomes by providing a platform that actively encourages the full and equal participation of employees of all genders across CASA.

In 2025–26, GEN continued to promote gender equity and inclusion across CASA through employee engagement, awareness raising and consultation activities. GEN contributed to the development of CASA's Allyship Program and supported initiatives that encouraged inclusive leadership and workplace culture. During the year, CASA collaborated with AMSA and the ATSB to deliver an International Women's Day event featuring a CEO panel discussion and employee networking opportunities. GEN also supported recognition of International Men's Day and continued to provide a forum for discussion and action on gender equity and inclusion across the organisation.

Rainbow Skies Network

The Rainbow Skies Network has 28 members and is championed by Amanda Palmer, National Manager Communications.

This network was formed to guide efforts focusing on improving equity outcomes in our workplace for people who identify as part of the LGBTQIA+ community. Rainbow Skies provides a platform that actively encourages the full and equal participation of staff.

Key activities of this network included celebrating Wear it Purple Day in August 2025 and Pride Month in June 2026.

This network participated in a cross-agency panel as part of International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), the Day Against LGBTQIA+ Discrimination. The panel discussion explored the challenges faced by LGBTQIA+ people working in science and examined how inclusion initiatives can deliver meaningful outcomes. It also highlighted the importance of staying true to democratic principles while fostering inclusive workplaces.

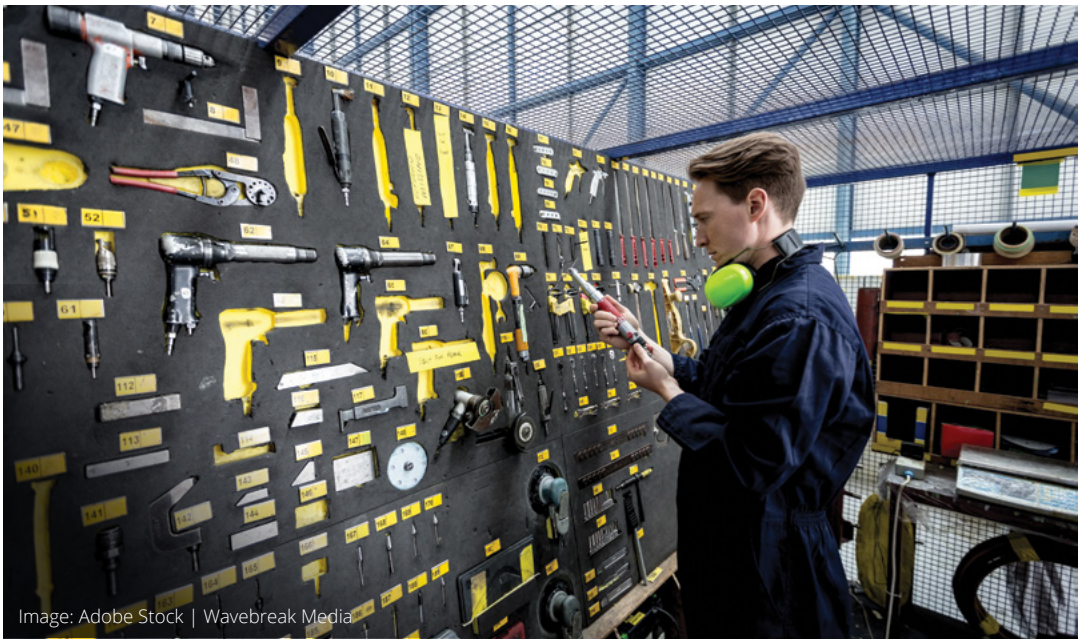


Image: Adobe Stock | Wavebreak Media

Employee training and development

In 2025–26, CASA delivered specialist training to aviation safety inspectors across a range of technical and regulatory topics, including: continuing airworthiness management organisations; approved maintenance organisations; management of change; airworthiness directives; minimum equipment lists and permissible unserviceabilities; standard and special certificates of airworthiness; drug and alcohol management plans; special flight permits; maintenance and reliability programs; performance-based navigation; systems of maintenance; Garmin navigation systems; specific operations risk assessment; certificates of approval under Regulation 30 of the Civil Aviation Regulations 1988; and safety management systems.

Other highlights of CASA's employee training and development activities in 2025–26 included:

- piloting a mentoring program for 30 employees, to support professional development and knowledge sharing
- commencing the development of a middle managers program, to strengthen leadership capability and support effective people management
- delivering a range of professional development initiatives to support career growth, improve efficiency using technology, and enhance written communication skills
- delivering workshops to promote respectful and safe workplaces, and to build employee awareness and capability in bystander intervention, respectful conversations, and greater awareness of unconscious bias behaviours.

During 2025–26, CASA developed 6 facilitator-led and 20 eLearning modules.

CASA employees:

- completed 1,240 classroom and webinar training sessions delivered by CASA
- completed 9,802 CASA eLearning sessions
- completed 256 online courses and accessed 9,307 training videos through LinkedIn Learning.

Aviation industry participants completed 17,408 eLearning training sessions delivered through CASA's AviationWorx online learning and training system.

Recognition of high performance

CASA's recognition and reward procedures support managers and employees to provide authentic and timely recognition, at the local level, for valued contributions and employee achievement.

The CASA Awards recognise outstanding employee contributions and achievements in 7 categories, which include:

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

Table 15 shows the recipients of the 2025–26 CASA Awards and their award categories.

Table 15. Employees recognised through the CASA Awards, 2025–26

Award	Recipient(s)	Division/Branch
Above and Beyond	Shay Bonfini	Stakeholder Engagement Division – Client Services Centre
	Anne Connie	Regulatory Oversight Division – Continuous Improvement and Strategic Support
	Nathan Davamoni	Air Navigation, Transformation and Risk Division – Safety, Risk and Intelligence
	Renee Didier	Stakeholder Engagement Division – Client Services Centre
	Matt Hasler	Stakeholder Engagement Division – Client Services Centre
	Kelsey Kadam	National Operations and Standards Division – Emerging Technologies and Regulatory Change
	Jennie Lill	Regulatory Oversight Division – Continuous Improvement and Strategic Support
	Joel McEwen	Regulatory Oversight Division – Continuous Improvement and Strategic Support
	Sam Nolan	Corporate Services Division – People and Capability
	Megan Rendell	Stakeholder Engagement Division – Industry and Government Engagement
	Katharine Robertson	Stakeholder Engagement Division – Client Services Centre
	Brad Waters	Legal Division – Legal Services
	Donna Wiggins	Stakeholder Engagement Division – Client Services Centre
	Chris Bajza	Finance, International, Audit and Governance Division – Property and Services
	Lorraine Creagh	Corporate Services Division – Workforce Planning and Training
	Jeffrey Dela Cruz, Oni Dewanjee, Steve Jiang, Quyen Vo, Nian Xu	Corporate Services Division – Information Technology

Award	Recipient(s)	Division/Branch
Above and Beyond (continued)	Trevor Amos, Sam Bitossi, Ross Liley, Peter Little, Jorge Lobarinas, Julie Parkinson, Tanya Phillips	Regulatory Oversight Division – Regulatory Services 1
	Ken Anning, Wayne Burns, Glenn Chase, Steve Cunich, John Ho, Sergei Mazourov, Paul Musumeci	Regulatory Oversight Division – Regulatory Services 2
	Mark Burgin	Regulatory Oversight Division – Surveillance
	Leslie Hart, Ben Ibrahim	Regulatory Oversight Division – Continuous Improvement and Strategic Support
	Michelle Massey, Joshua Ryan, Nathan Sullivan	Stakeholder Engagement Division – Client Services Centre
	Travis Neil, Stuart Wall	Finance, International, Audit and Governance Division – Finance
Director of Aviation Safety Achievement	William Tootell	Regulatory Oversight Division – Continuous Improvement and Strategic Support
Inclusion	Clarke McNamara	Stakeholder Engagement Division – Industry and Government Engagement
	Jennifer Ranson	Corporate Services Division – Organisational Strategy, Change and Information Management
Innovation	Michelle Allison	National Operations and Standards Division – Emerging Technologies and Regulatory Change
	William David	National Operations and Standards Division – Airworthiness and Engineering
	Leanne Graham, Jurgen Schob	Finance, International, Audit and Governance Division – International, Audit and Governance
	Cherie Love, Sophie O'Ferrall, Yosef Zamora	Air Navigation, Transformation and Risk Division – Safety, Risk and Intelligence
Leadership	Ayesha Kaak	Corporate Services Division – People and Capability
	Jessica McNamara	Stakeholder Engagement Division – Client Services Centre
	Danielle Tooke	Stakeholder Engagement Division – Industry and Government Engagement
	Marshall Ross	Regulatory Oversight Division – Surveillance
	Susie Woonton	Regulatory Oversight Division – Continuous Improvement and Strategic Support

Table continued over the page

Table 15. Employees recognised through the CASA Awards, 2025–26 (continued)

Award	Recipient(s)	Division/Branch
Everyday Hero	Chris Bajza	Finance, International, Audit and Governance Division – Property and Services
	Shay Bonfini	Stakeholder Engagement Division – Client Services Centre
	Patricia Crowe	Corporate Services Division – People and Capability
	Jeffrey Dela Cruz	Corporate Services Division – Information Technology
	David Gellini	Finance, International, Audit and Governance Division – Finance
	Elizabeth Goosen	National Operations and Standards Division – Emerging Technologies and Regulatory Change
	Jill Harrington	Corporate Services Division – People and Capability
	Martina Hughes	Corporate Services Division – People and Capability
	Scott Jacovou-Johnson	Corporate Services Division – People and Capability
	Liz Lake	Regulatory Oversight Division – Continuous Improvement and Strategic Support
	Dean Welsh	Stakeholder Engagement Division – Client Services Centre
	Christian Wheeler	Corporate Services Division – People and Capability

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

Table 16 lists the recipients of awards for milestones of 20 years or more in 2025–26.

Table 16. Recipients of CASA milestone awards for length of service, 2025–26

Length of service	Recipient(s)
35 years	James Firkins
30 years	Arnold Long
25 years	Mark Burgin, Michael English, Neil Forbes, Jan Goosen, Peter Harding, Robert Howard, Owen Richards
20 years	Peter Hill, Rebecca Rohrlach, Monique Shand

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

Work health and safety

CASA is committed to providing a positive and safe work environment for all of CASA's people, consistent with the requirements of the *Work Health and Safety Act 2011* (WHS Act). The wellbeing pillar within CASA's *People and Culture Strategy 2022–2027* continues to provide the roadmap to embed strong work health and safety (WHS) practices that promote a focus on the physical, emotional and psychosocial wellbeing, safety and development of our people.

Initiatives and key areas of focus

During 2025–26, CASA's strategic WHS priorities focused on:

- continuously reviewing and implementing the WHS management system, including policies, manuals and guidance
- reviewing CASA's WHS Incident and Hazard Management Manual to strengthen a proactive reporting culture
- promulgating advice and guidance to CASA managers and staff on changes to the WHS Act and other relevant legislation, including the introduction of the Commonwealth Workplace Protection Orders scheme, psychosocial wellbeing and workplace change
- promoting the use of CASA's EAP, recognising that staff engagement with the service is a positive indicator of WHS
- providing training to support appropriate behaviour in the workplace.

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

- Bystander training, an online course on creating a respectful environment by motivating bystander action through empowerment
- psychosocial risk management workshops, delivered by Comcare, providing an overview of the duties and responsibilities under the WHS Act related to the prevention and management of psychosocial risks in the workplace
- Respectful communication and challenging interactions, an online course to enhance leadership and communication skills by combining insights from neuroscience with practical strategies for supporting positive workplace interactions
- harassment contact officer training to support the refreshed Harassment Contact Officer Network
- Supporting psychological safety, a session for Board members, Executive Committee members and other members of the senior leadership team.

The Chief Executive Officer and Director of Aviation Safety, supported by the Executive Manager Corporate Services and other members of the executive, ran 3 face-to-face sessions on acceptable conduct and behaviour, with a total of 60 staff attending.

At CASA, we understand that a healthy workplace allows our staff to have more productive working lives. Our Wellness Hub provides helpful information and resources on a range of topics to support and improve our employees' wellbeing. During 2025–26, CASA's Wellness Hub featured articles, strategies and tips about the EAP wellness calendar, inclusivity, and healthy and professional relationships, as well as features on Safe Work Month, Pride Month, and R U OK? Day, a reminder that we all support mental health and wellbeing at work.

Consultation

We undertook multiple activities to achieve our commitment to WHS, as defined in CASA's WHS policy, through embedding strong collaboration and consultation as required under the WHS Act. The Board approved the updated WHS policy at its June 2026 meeting.

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

Training

CASA's commitment to ensuring that workers are informed of their obligations under the WHS Act continued throughout 2025–26, underpinned by the delivery of mandatory training and monitoring of compliance with completion rates.

Alcohol and other drugs

CASA's internal alcohol and other drugs (AOD) program provides and maintains a safe and healthy workplace for all workers through minimising the risk of accident, incident or injury in the workplace due to the consumption of AOD. The program is supported by CASA AOD supervisors. There were no non-negative results reported during the 2025–26 program delivery.

Health and safety initiatives

Free influenza vaccinations were made available to all employees from March to May 2026, either on site in CASA offices or via a pharmacy voucher.

Outcomes, investigations and compensation

In 2025–26, CASA recorded no WHS incidents or matters requiring notification to Comcare and no investigations, notices or enforcement actions under Part 10 of the WHS Act were taken by Comcare during the period.

CASA's total recordable injury frequency rate per million employee hours was 8.6 in 2025–26, a reduction from 9.8 in the previous year. The observed increase in reported WHS matters during 2025–26 (166 compared with 146 in 2024–25) is attributed to enhanced data source reviews and proactive efforts to encourage reporting. This increase reflects a positive outcome: higher reporting rates indicate improved awareness, while the reported matters themselves were of low actual consequence.

The observed reduction in the number of operational employees attending hearing assessments is a result of changes in our processes reducing the number of hearing retests that need to be conducted, rather than a reduction in the overall number of people being tested.

Table 17 summarises the key WHS initiatives, incidents and WHS matters.

Table 17. Results of work health and safety initiatives, 2025–26

Activity	2025–26
Employees who participated in the seasonal influenza vaccination program	335
Employees who had an individual workstation assessment conducted by a qualified service provider	15
Employees who were provided with case management support to stay at work or return to work safely while addressing significant personal or health issues	23
Employees who accessed early intervention assistance for work-related illness or injury	1
Incidents notified by employees	31
Injuries arising out of incidents notified by employees	14
Hazards notified by employees	135
Total reportable injury frequency rate (per million employee hours)	8.6
Employees and family members who accessed the Employee Assistance Program	92
Operational employees who attended a hearing assessment	83
Operational employees working in remote areas who completed first aid training	26

Comcare premium

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

The prescribed rate is increased or decreased based on trends in the premium pool (across all entities) and CASA's claim performance. CASA's 2025–26 prescribed rate was 0.58%, which was a decrease from 0.64% in 2024–25 and lower than the average prescribed rate of 0.98% for all Comcare scheme participants in 2025–26.

CASA's premium increased by 20%. It is noted that there was a 10% increase in the overall premium pool in 2025–26.

Early intervention

The early intervention assistance program is an ongoing program under CASA's rehabilitation management procedures and rehabilitation directive. In 2025–26, CASA approved eligible employee reimbursements for employees of approximately $250.

Claims

Seven claims for workers compensation were lodged with Comcare in 2025–26. Two claims (one psychological and one physical) were rejected, and 4 claims (all physical) were accepted. One claim was deemed non-compliant by Comcare.



Image: The myCASA online portal

CASA's digital service delivery improvements

CASA is committed to digital service delivery, expanding the online services made available through the myCASA portal. In 2025–26, CASA continued to enhance how industry engages with regulatory services, building on 6 years of progressive development.

CASA has expanded functionality by making key improvements, particularly through introducing a new online organisational role management service. This functionality includes self-service capabilities for assigning and removing agent roles; a secure and auditable approval process; and improved outbound correspondence, including automated notifications and acknowledgements.

Enhancements to the significant change processes for a range of Civil Aviation Safety Regulations (CASR) authorisations through the myCASA portal have further streamlined our interactions with industry. CASA has also improved the fee reconciliation process and other functions to broaden reporting functionality. More information about CASA's significant change processes can be found at **casa.gov.au/resources-and-education/online-services/submitting-significant-and-non-significant-changes#Significantchange**.

In 2025–26, 10 services were added to the myCASA portal, bringing the total to 87 services across flight crew licensing, drones and organisation certificates. Further information is provided in Part 2 of this report.

5

PART FIVE

Accountability

This part of the report addresses specific reporting requirements of Commonwealth legislation and Australian Government policies that relate to CASA's accountability.



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External scrutiny

CASA is subject to scrutiny by the Australian Parliament and may be subject to investigation or consideration by administrative agencies or the courts. In addition, CASA receives feedback on its performance through media coverage and complaints from industry or members of the public.

We welcome external scrutiny as a means to confirm what we are doing well, and to identify ways to better meet our obligations and achieve our vision and purposes.

Parliamentary accountability

In accordance with the Minister's Statement of Expectations (SoE), CASA keeps the Minister for Infrastructure, Transport, Regional Development and Local Government informed about its public submissions, media releases, major speeches and other matters for which the Australian Government is accountable to the Parliament and the community, as well as any events or issues that may materially impact CASA's operations.

CASA appeared before the Senate Rural and Regional Affairs and Transport Legislation Committee 3 times during the 2025–26 estimates cycle, at the Supplementary Estimates hearings on 7 October 2025 and 1 December 2025, and at the Additional Estimates hearing on 9 February 2026.

CASA responded to 67 parliamentary questions on notice during the 2025–26 estimates cycle.

Administrative reviews

Certain types of regulatory decisions made by CASA are subject to merits review by the Administrative Review Tribunal (ART). Merits review involves the reconsideration of an administrative decision. On the facts before it, the ART decides whether the correct decision (or, where an exercise of discretion was involved, the preferable decision) has been made in accordance with the applicable law.

Further information on administrative reviews is provided in Part 2 and in tables B.8 to B.10 in Appendix B.

Audits and investigations

During 2025–26, the Office of the Australian Information Commissioner did not conclude any of its investigations arising from CASA's administration of requests under the *Freedom of Information Act 1982*.

CASA was the subject of a performance audit by the Australian National Audit Office (ANAO), published on 11 December 2025, on *Compliance with Domestic and International Travel Requirements in the Civil Aviation Safety Authority*. The objective of the audit was to assess whether CASA has effective arrangements to comply with domestic and international travel legislative and entity requirements.

The audit concluded that CASA has established largely effective arrangements to comply with policy requirements for domestic and international travel, although is not monitoring whether arrangements remain appropriate. Two recommendations stemming from the findings were agreed to by CASA and were actioned and closed by the Board Audit and Risk Committee (BARC) at its June 2026 meeting.

The ANAO also performed its standard audit of CASA's annual financial statements.

CASA was not the subject of any reports by the Commonwealth Ombudsman in 2025–26.

Coronial inquiries

During 2025–26, CASA was involved in 4 coronial inquests where we were asked to appear before the coroner. CASA was also requested to supply records for a further coronial inquest to assist in the inquest process.

No new coronial inquests commenced in 2025–26 which required CASA to appear at an inquest hearing.

On 25 November 2025, the Northern Territory Coroner handed down findings in relation to the investigation without inquest into the death of Roger Nowland, who was piloting a Robinson R22 helicopter that crashed at Limbunya Station on 27 June 2023. The coroner's findings included a recommendation in relation to CASA engaging more effectively with helicopter mustering operations in the Northern Territory.

Details of CASA's response to the recommendations of the Northern Territory Coroner are set out in Table B.11 in Appendix B.

Industry complaints

The Industry Complaints Commissioner (ICC) considers complaints made about actions, decisions and services provided by CASA employees, delegates and authorised persons. Reporting directly to CASA's Board, the ICC considers complaints to establish whether CASA's administrative actions, decisions or services were wrong, unjust, unlawful, discriminatory or unfair.

In accordance with the SoE, CASA considers all findings and recommendations made by the ICC, supported by governance arrangements that monitor implementation, track recommendation status, and assess organisational responses. These arrangements also capture reasons for non-acceptance of complaints, trends in complaints and resolutions, and the level of cooperation with ICC investigations.

The ICC is also CASA's Ethics and Integrity Officer (E&IO), providing advice on escalating ethics and integrity issues and reviewing matters such as fraud allegations, corruption, misconduct and instances of actual or apparent capture in line with CASA's *Fraud and Corruption Control Plan 2024–2026*. In 2025–26, 12 E&IO-related matters were raised and 9 were finalised.

More information about the ICC and E&IO, including governance arrangements, is available at **casa.gov.au/about-us/who-we-are/industry-complaints-commissioner**.

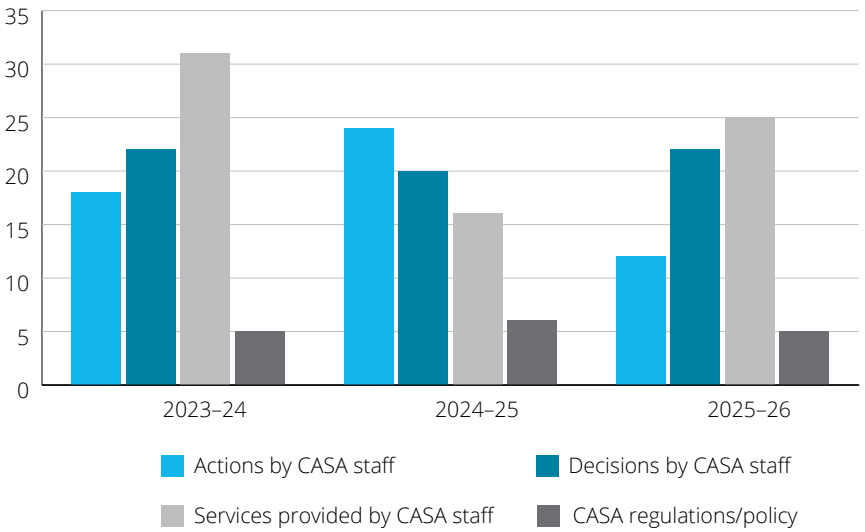
Complaints received and resolved

The ICC resolved a total of 215 complaints in 2025–26, of which:

- 151 were simple complaints, which were clearly outside the ICC's jurisdiction, could be answered without seeking information on CASA's position, or were not related to CASA
- 45 were standard complaints
- 19 were complex complaints, which required expert advice, related to novel issues or presented a wide range of questions.

Figure 11 shows complaints resolved each year from 2023–24 to 2025–26, by the subject matter of the complaint.

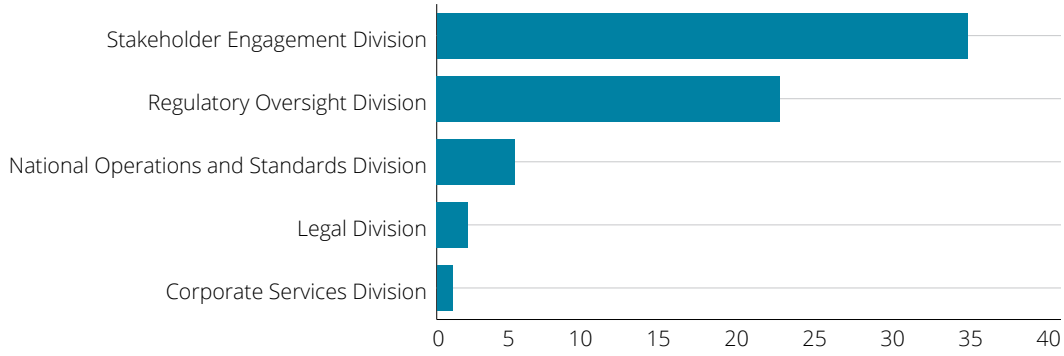
Figure 11. Complaints by subject matter, 2023–24 to 2025–26



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

Figure 12 shows the breakdown of complaints resolved in 2025–26, by the business area about which the complaint was made.

Figure 12. Complex and standard complaints resolved, by business group, 2025–26



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

Table 18 quantifies the number of complaints resolved within the targeted timeframes, along with the average processing time, each year from 2023–24 to 2025–26.

Table 18. Complaints processed within timeliness targets, 2023–24 to 2025–26

Cases		2023–24		2024–25		2025–26	
Type	Target (days)	% within target	Average time (days)	% within target	Average time (days)	% within target	Average time (days)
Simple	5	100	1.0	100	1.0	100	1.0
Standard	30	95	10.7	95	10.6	89	11.8
Complex	90	90	53.9	100	26.1	95	52.5

Complaint outcomes and prevention strategies

The ICC provided a positive outcome for complainants in 25 of the 64 standard or complex complaints resolved in 2025–26. Positive outcomes include:

- facilitating further communication with CASA
- making recommendations to CASA in resolution of the issues raised in the complaint
- expediting outstanding regulatory service tasks
- refunding (or waiving) fees and costs
- providing apologies from CASA when the ICC has concluded that things could have been done better.

Out-of-jurisdiction complaints

In 2025–26, the ICC received 73 out-of-jurisdiction complaints about airlines and airports, a drop from 298 in 2024–25. It is expected that the introduction of the Aviation Consumer Ombuds Scheme will further reduce the number. More information can be found at **infrastructure.gov.au/infrastructure-transport-vehicles/aviation/aviation-consumer-ombuds-scheme**.

In accordance with the ICC's governance arrangements, the ICC referred each complainant to a more appropriate agency.

Regulatory performance

The Australian Government's Regulatory Policy, Practice and Performance Framework sets expectations for modern, efficient and effective regulation for both policymakers and regulators. It supports the Australian Government's regulatory reform agenda to boost productivity and lower cost of living pressures by ensuring a fit-for-purpose regulatory environment and providing a structured approach to regulation in a digital era, including safeguards to protect against regulatory failures.

The framework underpins the best practice principles for regulator performance outlined in Resource Management Guide 128 – Regulator Performance. The principles are:

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.

CASA is committed to implementing the framework, and the principles are embodied in the objectives and performance measures in our corporate plan. The principles, together with CASA's regulatory philosophy, provide a clear link between our regulatory role and how we measure and report performance outcomes. Performance against these measures for 2025–26 is described in Part 2. CASA's regulatory philosophy is available at **casa.gov.au/about-us/who-we-are/our-regulatory-philosophy**.

CASA's work to provide effective, clear guidance to regulated parties is underpinned by initiatives such as the release of plain English guides to regulations and the establishment of the Guidance Delivery Centre, which supports pre-application guidance and pre-application meetings.



Image: Adobe Stock | Javier Dez/Stocksy

Monitoring Australia's aviation safety performance

The CASA Aviation Safety Scorecard provides our Aviation Safety Committee (ASC) with a detailed view of the safety performance of Australia's aviation system as well as CASA's performance against Australia's Aviation State Safety Programme (SSP) obligations. The scorecard supports the ASC in assessing whether aviation safety is being maintained and identifies any trends that may require consideration. The scorecard tracks indicators such as aircraft accident rates, aviation safety incident trends and aviation-related fatalities across all industry sectors. It also provides reporting on the delivery of the National Oversight Plan, stakeholder engagement, airspace issues and organisational capability, with a strong focus on long-term trends rather than short-term variability.

The scorecard is underpinned by safety performance indicators that are structured around the 4 components and 15 elements of the SSP. It includes the relevant CASA and industry safety performance targets and indicators defined in the Australian National Aviation Safety Plan (NASP) 2024–2027. The scorecard uses additional safety performance indicators, such as *Possibly Safety Concerning RPAS Detections and Air Traffic Service Variations* that are agreed by the ASC.

To support the prioritisation of CASA effort, a target and a minimum level of safety performance is defined for each safety performance indicator. Where a safety performance result is indicating below the minimum acceptable level, the ASC assesses options and initiatives to return performance to the target level. Such action can include industry engagement, focused surveillance, further analysis, the development of guidance material or promotional material, the delivery of education sessions, or the development of new standards or regulatory requirements. Where a metric is below the target but meets the minimum performance level, further analysis may be warranted to allow the ASC to consider the need for and type of action required to reach the target performance.

Following ASC consideration, the scorecard is also provided to the CASA Board and the Aviation Safety Advisory Panel and underpins reporting for the NASP annual report. The scorecard provides a risk-informed framework that supports evidence-based decision-making, the prioritisation of safety interventions, and transparent reporting to government and industry, ensuring continued confidence in Australia's aviation safety system.

Enforcement actions

Our coordinated enforcement process provides CASA decision-makers with the benefit of legal, regulatory and technical and/or operational input when considering the most appropriate action that might be taken due to a breach of the civil aviation legislation.

Results of this process may include compliance-related action, enforcement action, or both. This may involve administrative action, which could result in a suspension, variation or cancellation of a civil aviation authorisation. It may also include an immediate suspension under section 30DC of the Civil Aviation Act, where there is a serious and imminent risk to safety.

Alternatively, or in combination with such action, CASA may issue an aviation infringement notice attracting a small pecuniary fine or refer matters to the Commonwealth Director of Public Prosecutions.

CASA may also accept enforceable voluntary undertakings from individuals and companies, or may counsel them, depending on the circumstances of the breach and the appropriateness of such action. In many cases, however, the coordinated enforcement process may result in a recommendation that no enforcement action be taken.

CASA may also use counselling or education letters when enforcement is not considered.

Table A.27 in Appendix A shows details of infringement notices and matters referred for prosecution, and other enforcement-related action.

Operational information

CASA is responsible for issuing and oversighting a range of authorisations for individuals and organisations in aviation, such as air operators, flight crew, maintenance organisations and personnel, and training providers.

Examples include:

- air operator certificates and remotely piloted aircraft operator certificates
- flight crew licences, examinations and medical certificates
- certificates of approval for maintenance organisations and examinations for aircraft maintenance engineers
- airworthiness certificates, aircraft registrations, production authorisations, airworthiness directives and bulletins, and aircraft defect reports
- aerodrome certifications and registrations
- flight training certificates and maintenance training organisation certificates.

Appendix A provides detailed statistical information on CASA's operations in these areas.

Significant activities and changes

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

Operational and financial results

Financial results are recorded in Part 1 and Part 6 of this report. There were no significant financial activities or changes that affected the operations or structure of CASA during 2025–26. Key operational activities are reported in Part 2 of this report.

Significant events

In 2025–26, CASA experienced no significant events involving the formation or participation in the formation of a company, significant partnership or trust.

Key changes to state of affairs or principal activities

There were no key changes to CASA's state of affairs or principal activities during 2025–26.

Legislative amendments

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

CASA's progress against the forward regulatory program is detailed in Table 4 in Part 2 of this report.

CASA is regularly updating legislative instruments such as the Manuals of Standards that complement the CASR, and each change will affect how CASA ensures aviation safety. However, no changes in 2025–26 are considered to be significant to CASA's operation or structure.

There were no other significant activities or amendments to CASA's enabling legislation, or to any other legislation directly relevant to its operation, that affected the operations or structure of CASA during 2025–26.

Compliance with finance law

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

CASA had no significant issues to report to the Minister in relation to non-compliance with finance law in 2025–26.

Related entity transactions

In 2025–26, there were no reportable related entity transactions involving CASA.

Freedom of information

In 2025–26, CASA received 189 new requests for access to documents under the *Freedom of Information Act 1982* (FOI Act) and completed 177 requests.

The FOI Act requires CASA to publish information as part of the Information Publication Scheme.

An agency plan showing what information is published in accordance with the Information Publication Scheme requirements is accessible from CASA's website at **casa.gov.au/info-pub-scheme**.

Insurance and indemnities

Aviation and general liability insurance provides coverage for injuries caused to third parties or to the property of third parties as a result of negligence arising out of the performance of CASA's functions, including in the course of performing functions under the Civil Aviation Act.

CASA's Comcover policy covers liability arising from breaches of duty or negligence by a CASA officer. Further, the aviation liability component of the policy covers liability in respect of the indemnity given to industry delegates and authorised persons. The policy is subject to exclusions.

CASA's Comcover policy also indemnifies directors and officers from liability for the consequences of wrongful acts, as defined in the policy. In 2025–26, CASA did not provide an indemnity to the CASA Board, a CASA Board member or a CASA officer.

Environmental sustainability and performance

This report is provided in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* and the Commonwealth Climate Disclosure Policy.

CASA is committed to managing its operations in an environmentally responsible manner while supporting the Australian Government's climate objectives. Environmental sustainability considerations are incorporated into CASA's governance, risk management, procurement and operational decision-making processes.

During 2025–26, CASA continued implementation of its Environmental Sustainability Policy and progressed development of an Emissions Reduction Plan to support the reduction of operational greenhouse gas emissions and strengthen management of climate-related risks and opportunities.

During the reporting period, CASA:

- reduced total electricity consumption by approximately 8.8% compared with the previous year
- reduced domestic flight activity by 9.1%, contributing to an 18% reduction in travel-related emissions
- invested $6.5 million in green term deposit products
- maintained environmental sustainability requirements for leased accommodation
- continued transitioning its vehicle fleet to low-emission vehicles where suitable vehicles and supporting infrastructure were available.

In March 2026, CASA's Board endorsed the Environmental Sustainability Policy, which establishes targets across energy, buildings, fleet, travel, investments and procurement. The Board oversees the establishment and periodic review of these targets and monitors progress through regular reporting on performance against them. Performance against these targets is outlined in Table 19.

Table 19. Climate change strategy targets and results, 2025–26

Category	Target	Result
Energy	CASA will reduce year-on-year energy usage across all existing sites through investigating site-specific initiatives and monitoring on an annual basis, focusing on offices with a higher percentage of energy intensity per square metre than the national average.	Partially achieved – CASA's overall energy consumption has decreased by 60,880 kWh, (approximately 8.8%); however, individual office statistics are unknown.
Buildings	CASA office locations are to have close proximity to public transport options.	Achieved – Opportunity to address this initiative only arises when a new office location is required. A new building for CASA's Melbourne office has been identified that achieves a 6-star NABERS rating. The building is close to multiple forms of public transport and contains electric vehicle charging outlets for CASA's use.
	Office space leased from 1 July 2025 for 4 or more years greater than 1,000 square metres will achieve the relevant base building and/or National Australian Built Environment Rating System (NABERS) energy rating of 5.5 stars in metro areas or 4.5 stars outside metro areas.	
	Office space with allocated parking from 1 July 2025 to have facilities to support electric vehicle charging if CASA has electric fleet vehicles on site.	
Motor vehicle fleet	50% of new motor vehicle leases will be low emission vehicles by November 2026 increasing to 100% by November 2028.	Not achieved – CASA is unlikely to achieve this target due to supply factors. CASA has ordered 6 low emission vehicles to replace internal combustion engine vehicles; however, they are not expected to arrive until early 2027.

Table continued over the page

Table 19. Climate change strategy targets and results, 2025–26 (continued)

Category	Target	Result
Travel	CASA will aim for a reduction in emissions on a year-to-year comparison. This will encompass the total number of flights per employee and percentage reduction in short-haul flights.	Achieved – The number of domestic flights fell by 9.1% compared to the previous financial year. The total greenhouse emissions produced by CASA air travel for 2025–26 fell by 18% to 1,037 tonnes of carbon dioxide equivalent (compared to 1,265 tonnes in 2024–25).
Investment strategy	Where the overall return on an investment option is at least equivalent to a non-environmental and sustainability linked investment, CASA will prioritise investments that support renewable energy generation and sustainability initiatives where it is in line with Investment Policy parameters.	Achieved – During 2025–26, CASA invested $6.5m in green term deposit products.
Procurement	CASA has adopted the Australian Government's Environmentally Sustainable Procurement Policy for all construction services procurements at or above $7.5m; or procurements at or above $1m for furniture, fittings and equipment, ICT goods and textiles.	Not applicable – CASA did not have any procurements for construction services at or above $7.5m; or procurements at or above $1m for furniture, fittings and equipment, ICT goods and textiles.



Climate governance

CASA's Board, as the accountable authority under the PGPA Act, oversees climate-related risks, opportunities and environmental sustainability performance. The Board's responsibilities are set out in CASA's Environmental Sustainability Policy, which requires appropriate systems and processes for climate risk management and climate-related reporting. Through bi-annual updates on key climate-related matters, risks and opportunities, the Board oversees climate-related performance and considers whether appropriate skills and competencies are available, or need to be developed, to effectively discharge its responsibilities.

Climate-related risks and opportunities are managed through CASA's enterprise risk management framework and are incorporated into relevant divisional risk registers, business planning processes and investment, procurement and operational decision-making.

Climate risk management

During 2025–26, CASA completed its first organisation-wide climate risk assessment in accordance with the Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026. The assessment considered both operational and strategic risks and opportunities across CASA's areas of responsibility.

The results are being incorporated into divisional risk management processes and will inform future business planning, resilience measures and emissions reduction activities.

Climate strategy

CASA identified a range of physical climate risks that may affect its workforce, facilities and operations, including severe weather events, flooding, extreme heat and coastal impacts in higher-risk locations.

These risks may affect staff safety, business continuity and the availability of critical infrastructure. CASA maintains preparedness arrangements, including emergency response planning and business continuity processes, to support resilience to climate-related events.

Environmental sustainability policy

CASA's Environmental Sustainability Policy establishes environmental and emissions-reduction objectives and supports implementation of Commonwealth Climate Disclosure (CCD) requirements. The policy provides the framework for setting targets, monitoring performance and managing climate-related risks and opportunities across CASA's operations.

CASA reports progress towards the target annually through the CCD. A list of the requirements of the CCD and how CASA has addressed each requirement can be found in Appendix E.

Measures taken to minimise the impact of activities on the environment

CASA continued to implement initiatives to reduce the environmental impact of its operations and improve resource efficiency across its office network. These measures focused on energy consumption, sustainable workplaces, waste reduction and more efficient use of resources.

During 2025–26, CASA reviewed and implemented actions under its Energy Management Plan to improve energy efficiency across its offices. Several offices utilise energy-efficient LED lighting and motion-sensor technology to reduce unnecessary electricity consumption, while the Canberra office incorporates sensor-controlled lighting and supplementary air-conditioning systems within meeting rooms and collaborative workspaces. The relocation to CASA's new Sydney office has also contributed to reduced energy use through the inclusion of sensor-based lighting systems.

Seven of CASA's offices are located in buildings with National Australian Built Environment Rating System (NABERS) ratings of 4.5 stars or higher. During the reporting period, CASA also identified a new Melbourne office location that achieves a 6-star NABERS rating and provides improved access to public transport and electric vehicle charging infrastructure. CASA will be moving to this location towards the end of 2026.

CASA continued to support waste reduction and resource efficiency initiatives. ACT Smart Recycling accreditation was maintained, waste audits were undertaken in the Brisbane office, and waste and recycling volumes continued to be monitored through the Bin Tracker system in the Canberra, Brisbane and Perth offices.

The organisation continued to reduce paper consumption through the use of electronic document management and digital collaboration tools. All paper purchased during the reporting period was either recycled or carbon neutral paper. Paper usage decreased compared with the previous financial year.

CASA also continued actions to reduce emissions associated with transport activities, including ongoing transition planning for low-emission fleet vehicles and measures to reduce business travel where appropriate. Domestic flight activity decreased during 2025–26, contributing to lower travel-related emissions.

Environmental performance

CASA's environmental performance is measured through the resources consumed and emissions generated by its operations. During 2025–26, CASA reduced overall electricity consumption by approximately 8.8% compared with the previous year, reflecting ongoing energy efficiency initiatives and changes to its office footprint. Domestic air travel also decreased by 9.1%, contributing to an 18% reduction in travel-related greenhouse gas emissions.

CASA continued to improve the environmental performance of its workplaces through energy-efficient building design, the use of NABERS-rated accommodation, and investment in technologies such as LED lighting and occupancy sensors. The organisation also progressed the transition of its vehicle fleet towards low-emission vehicles where suitable vehicles and supporting infrastructure were available.

Resource efficiency measures continued during the reporting period, including reduced paper consumption through digital work practices and electronic records management. All paper purchased during 2025–26 was either recycled or carbon neutral. Waste reduction and recycling initiatives were also maintained across CASA offices.

Detailed information on CASA's greenhouse gas emissions and electricity consumption is provided in the emissions reporting section of this report.

Emissions reporting

Tables 20 and 21 provide CASA's report on the greenhouse gas emissions arising from its operations in 2025–26, as required under the Net Zero in Government Operations Strategy.

During 2025–26, CASA embedded climate-related considerations into governance, risk management, procurement and investment processes. Progress against environmental sustainability targets is reported biannually to the Board, supporting accountability and continuous improvement.

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

Table 20. Greenhouse gas emissions inventory – location-based method, 2025–26

Emission source	Scope 1 t CO_2-e	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e
Electricity (location-based approach)	n.a.	1,511.33	135.57	**1,646.90**
Natural gas	0.00	n.a.	0.00	**0.00**
Solid waste	36.05	n.a.	0.00	**36.05**
Refrigerants[a]	0.00	n.a.	0.00	**0.00**
Fleet and other vehicles	23.86	n.a.	6.04	**29.90**
Domestic commercial flights	n.a.	n.a.	532.49	**532.49**
Domestic hire car	n.a.	n.a.	18.50	**18.50**
Domestic travel accommodation	n.a.	n.a.	162.78	**162.78**
Other energy	24.95	n.a.	6.15	**31.10**
Total t CO_2-e	**84.86**	**1,511.33**	**861.53**	**2,457.72**

t CO_2-e = tonnes carbon dioxide equivalent.

a. Reporting on refrigerants is being phased in and is an optional emissions source for 2025–26 reporting. Refer to the Department of Finance Emissions Reporting Framework for further information.

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

Table 21. Greenhouse gas emissions from electricity, 2025–26

Emission source	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e	Electricity kWh
Electricity (location-based approach)	1,511.33	135.57	**1,646.90**	2,390,042.00
Market-based electricity emissions	205.28	27.88	**233.16**	253,427.49
Total renewable electricity[a]	n.a.	n.a.	**n.a.**	2,136,614.52
Renewable Power Percentage[b]	n.a.	n.a.	**n.a.**	413,238.27
Jurisdictional Renewable Power Percentage[c]	n.a.	n.a.	**n.a.**	955,419.26
GreenPower	n.a.	n.a.	**n.a.**	767,957.00
Large-scale generation certificates	n.a.	n.a.	**n.a.**	0.00

t CO_2-e = tonnes carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

a. Total renewable electricity excludes behind-the-meter solar generation, except where generation is used to create large-scale generation certificates.
b. The renewable power percentage accounts for the portion of electricity used, from the grid, that falls within the renewable energy target.
c. The Australian Capital Territory is the only jurisdiction with a jurisdictional power percentage.



Image: Adobe Stock | Natalie

Procurement

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

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

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

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

The total cost of consultancies in 2025–26 was $1.0 million.

Advertising

Section 311A of the *Commonwealth Electoral Act 1918* requires Commonwealth agencies to set out in their annual reports the details of amounts greater than $17,300 (inclusive of GST) paid by or on behalf of them during the year to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

During 2025–26, CASA contracted media, market research, advertising and direct mail providers to help deliver 3 aviation safety campaigns – *Know Your Drone*; *Your safety is in your hands*; and *Pack Right. Safe Flight*. These long-term behaviour change campaigns support aviation safety outcomes that align with CASA's strategic priorities.

Know Your Drone entered its seventh phase in 2025–26. The campaign targeted recreational drone users and ran from December 2025 until March 2026. It used social media, digital display, and online video advertising.

Your safety is in your hands entered its fourth phase in 2025–26. The campaign ran from July 2025 until June 2026. It used print, social media, digital display, and online video advertising. CASA evaluated the campaign through market research.

The *Pack Right. Safe Flight.* campaign helped travellers understand what they could pack. It aimed to reduce in-flight safety risks and prevent travel disruptions caused by dangerous goods. The campaign used social media advertising.

The campaigns also involved multimedia production services and direct mail activities throughout 2025–26.

The amounts that CASA paid to media, market research, advertising and direct mail organisations in 2025–26 are detailed in Table 22.

Table 22. Payments to media, advertising, market research and direct mail organisations, 2025–26

Vendor	Amount ($)
Media organisations	
Aviation Utilities Pty Ltd	19,124
iSentia Pty Ltd	53,922
Missing Bits Productions Pty Ltd	19,250
Screencraft Media Pty Ltd	113,065
Subtotal	**205,361**
Advertising agencies	
Universal McCann	115,304
Subtotal	**115,304**
Market research agencies	
Faster Horses	141,416
Whereto Research	35,395
Subtotal	**176,811**
Direct mail organisations	
Australia Post	36,512
Subtotal	**36,512**
Total	**533,988**

Note: In accordance with indexation as prescribed in the *Commonwealth Electoral Act 1918*, only payments over $17,300 (inclusive of GST) are reported. Amounts include GST, where applicable, and are rounded to whole dollars.

6 PART SIX

Financial statements

This part of the report provides the entirety of CASA's financial statements, audit opinion and explanatory notes for 2025–26.



Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Infrastructure, Transport, Regional Development and Local Government

Opinion

In my opinion, the financial statements of the Civil Aviation Safety Authority (the Entity) for the year ended 30 June 2026:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2026 and for the year then ended:

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

Basis for opinion

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

Accountable Authority's responsibility for the financial statements

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Australian National Audit Office



Summer Wesche

Senior Director

Delegate of the Auditor-General

Canberra

19 August 2026

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

In our opinion, the attached financial statements for the period ended 30 June 2026 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act),* and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Civil Aviation Safety Authority will be able to pay its debts as and when they fall due.

The statement is made in accordance with a resolution of the directors dated 19 August 2026.

Air Chief Marshal (Ret'd) Mark Binskin AC
Chair of the Board
19 August 2026

Pip Spence
Chief Executive Officer and Director of Aviation Safety
19 August 2026

Simon Frawley
Chief Financial Officer
19 August 2026

Statement of Comprehensive Income

For the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	2026 Original Budget $'000
NET COST OF SERVICES				
EXPENSES				
Employee benefits	1.1A	**154,773**	147,589	154,756
Suppliers	1.1B	**44,635**	53,135	42,622
Depreciation and amortisation	2.2A	**17,543**	18,933	20,307
Finance costs	1.1C	**2,062**	2,004	2,049
Write-down and impairment of other assets	1.1D	**313**	79	-
Loss on asset disposals	2.2A	**6**	22	-
TOTAL EXPENSES		**219,332**	221,762	**219,734**
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Revenue from contracts with customers	1.2A	**14,856**	13,467	12,500
Interest	1.2B	**5,572**	7,285	5,500
Other revenue	1.2C	**1,013**	826	1,000
Total own-source revenue		**21,441**	21,578	**19,000**
Gains				
Other gains		**-**	57	-
Total gains		**-**	57	-
TOTAL OWN-SOURCE INCOME		**21,441**	21,635	**19,000**
NET COST OF SERVICES		**(197,891)**	(200,127)	**(200,734)**
Revenue from government				
Revenue from government	1.3A	**53,072**	41,494	54,825
Aviation fuel excise	1.3A	**131,016**	131,915	130,200
Registration levies	1.3A	**983**	837	1,000
Total Revenue from Government		**185,071**	174,246	**186,025**
SURPLUS/(DEFICIT) ON CONTINUING OPERATIONS		**(12,820)**	(25,881)	**(14,709)**
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net costs of services				
Changes in asset revaluation reserve	2.2A	83	335	-
TOTAL COMPREHENSIVE INCOME/(LOSS)		**(12,737)**	(25,546)	**(14,709)**

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

Original budget figures are those published in Civil Aviation Safety Authority's (CASA's) 2025–26 Portfolio Budget Statements.

Statement of Financial Position

As at 30 June 2026

	Notes	2026 $'000	2025 $'000	2026 Original Budget $'000
ASSETS				
Financial assets				
Cash, cash equivalents and investments	2.1A,B	**119,028**	117,729	97,035
Trade and other receivables	2.1C	**1,644**	1,241	1,928
Accrued revenue	2.1D	**2,251**	1,847	1,598
Total financial assets		**122,923**	120,817	**100,561**
Non-financial assets[1]				
Buildings	2.2A	**48,926**	58,100	50,021
Property, plant and equipment	2.2A	**2,887**	6,974	6,791
Intangibles	2.2A	**28,620**	34,181	29,921
Prepayments		**3,562**	4,043	2,107
Total non-financial assets		**83,995**	103,298	**88,840**
TOTAL ASSETS		**206,918**	224,115	**189,401**
LIABILITIES				
Payables				
Suppliers	2.3A	**3,582**	3,482	3,562
Other payables	2.3B	**7,199**	5,561	1,617
Total payables		**10,781**	9,043	**5,179**
Interest bearing liabilities				
Leases	2.4A	**54,690**	62,763	51,665
Total interest bearing liabilities		**54,690**	62,763	**51,665**
Provisions				
Employee provisions	2.5A	**46,252**	44,646	43,572
Other provisions	2.5B	**269**	-	49
Total provisions		**46,521**	44,646	**43,621**
TOTAL LIABILITIES		**111,992**	116,452	**100,465**
NET ASSETS		**94,926**	107,663	**88,936**
EQUITY				
Contributed equity		**3,295**	3,295	3,295
Asset revaluation reserve		**10,988**	10,905	10,570
Retained surplus		**80,643**	93,463	75,071
TOTAL EQUITY		**94,926**	107,663	**88,936**

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

Original budget figures are those published in CASA's 2025–26 Portfolio Budget Statements

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

Statement of Changes in Equity

For the period ended 30 June 2026

	Retained earnings		Asset Revaluation Reserve		Contributed equity/ capital		Total equity	
	2026 $'000	2025 $'000	**2026 $'000**	2025 $'000	**2026 $'000**	2025 $'000	**2026 $'000**	2025 $'000
Opening balance	**93,463**	119,344	**10,905**	10,570	**3,295**	3,295	**107,663**	133,209
Comprehensive income								
Other comprehensive income	**-**	-	**83**	335	**-**	-	**83**	335
Surplus/ (Deficit) for the period	**(12,820)**	(25,881)	**-**	-	**-**	-	**(12,820)**	(25,881)
Total comprehensive income	**(12,820)**	(25,881)	**83**	335	**-**	-	**(12,737)**	(25,546)
Closing balance as at 30 June	**80,643**	93,463	**10,988**	10,905	**3,295**	3,295	**94,926**	107,663
Original budget	**75,071**		**10,570**		**3,295**		**88,936**	

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

Original budget figures are those published in CASA's 2025–26 Portfolio Budget Statements.

Cash Flow Statement

For the period ended 30 June 2026

	Notes	2026 $'000	2025 $'000	2026 Original Budget $'000
OPERATING ACTIVITIES				
Cash received				
Receipts from government		**53,556**	41,768	54,825
Aviation fuel excise		**130,659**	133,491	130,841
Registration levies		**984**	1,028	1,000
Sale of goods and rendering of services		**16,205**	14,776	13,796
Interest		**5,225**	7,589	5,866
Net GST received		**4,812**	6,761	4,292
Total cash received		**211,441**	205,413	**210,620**
Cash used				
Employees		**152,510**	144,318	153,626
Suppliers		**48,508**	61,674	48,335
Interest payments on lease liabilities		**2,062**	2,004	2,049
Total cash used		**203,080**	207,996	**204,010**
Net cash received (used) from operating activities	6	**8,361**	(2,583)	**6,610**
INVESTING ACTIVITIES				
Cash received				
Proceeds from sale of property, plant and equipment and intangibles		**3,034**	-	-
Total cash received		**3,034**	-	-
Cash used				
Purchase of property, plant and equipment and intangibles		**3,253**	10,421	7,258
Total cash used		**3,253**	10,421	**7,258**
Net cash received (used) by investing activities		**(219)**	(10,421)	**(7,258)**
FINANCING ACTIVITIES				
Cash used				
Principal payments of lease liabilities		**6,843**	5,775	8,988
Total cash used		**6,843**	5,775	**8,988**
Net cash used by financing activities		**6,843**	5,775	**8,988**
Net increase/(decrease) in cash held		**1,299**	(18,779)	**(9,636)**
Cash and cash equivalents at the beginning of the reporting period		**117,729**	136,508	106,671
Cash and cash equivalents at the end of the reporting period		**119,028**	117,729	**97,035**

The above statement should be read in conjunction with the accompanying notes, including Note 7 Explanation of Major Budgetary Variances.
The original budget figures are those published in CASA's 2025–26 Portfolio Budget Statements and have been adjusted to be consistent with the financial statement's classifications.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

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Overview

Objective of the Civil Aviation Safety Authority (CASA)

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

With its registered office located at 18 Marcus Clarke Street, Canberra ACT 2600, CASA operates under the *Civil Aviation Act 1988* as a Corporate Commonwealth entity.

CASA has the function of conducting the safety regulation of:

a. Civil air operations in Australian territory

b. The operation of Australian aircraft outside Australian territory.

As 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.

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

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

Basis of Preparation of the Financial Statements

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

The financial statements have been prepared in accordance with:

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

b. Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

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

New Accounting Standards

Adoption of New Australian Accounting Standard Requirements

The following amending standards were issued prior to the signing of the statements by CASA, were applicable to the current reporting period and had an effect on CASA's financial statements or annual report.

Standard/Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB S2 Climate-related Disclosures	AASB S2 Climate-related Disclosures sets out disclosure requirements for an entity to provide useful information to primary users of its general-purpose financial report about climate-related risks and opportunities that could reasonably be expected to affect the entity's cash flows, access to finance or cost of capital over the short, medium or long term. The Commonwealth Climate Disclosure (CCD) requirements align with AASB S2 and are effective for the 2025–26 reporting period for CASA. The CCD requirements are being phased in, with no impact on the financial statements for 2025–26 as the disclosures are made elsewhere in the annual report. No AASB S2 disclosures are currently subject to assurance work undertaken by auditors.

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

Standard/Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 18 Presentation and Disclosure in Financial Statements	AASB 18 will replace AASB 101 Presentation of Financial Statements. As a result, the requirements in AASB 101 will be: (a) replaced by new requirements in AASB 18; (b) transferred to AASB 18 with only limited wording changes; or (c) moved to AASB 108 Basis of Preparation of Financial Statements or AASB 7 Financial Instruments: Disclosures. AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028.

Significant Accounting Judgements and Estimates

CASA has made the following judgements that have the most significant impact on the amounts recorded in the financial statements:

- the value of the long service leave component of the leave provision is an estimate based on the shorthand model provided by the Department of Finance for entities with less than or equal to 1,000 full-time equivalent employees. This is based on the likely tenure of existing staff, patterns of leave claims and payouts, future salary movements and discount rates (10 year Australian Government bond rate).

No other accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period.

Taxation

CASA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST, except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

Events After the Reporting Period

There was no subsequent event that had the potential to significantly affect the ongoing structure and financial activities of CASA.

Note 1: Financial Performance

	2026 $'000	2025 $'000
Note 1.1: Expenses		
Note 1.1A: Employee benefits		
Wages and salaries	**117,474**	112,493
Superannuation		
Defined contribution plans	**17,584**	15,859
Defined benefit plans	**4,257**	4,255
Leave and other entitlements	**14,909**	13,900
Separation and redundancies	**127**	595
Other employee benefits	**422**	487
Total employee benefits	**154,773**	147,589

Accounting Policy

Superannuation

The Public Sector Superannuation Accumulation Plan (PSSap) is the CASA nominated employee default fund for persons employed under the *Civil Aviation Act 1988*. Some CASA staff remain eligible to be members of closed Commonwealth defined benefits schemes. The schemes are the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) and the Australian Retirement Trust defined benefits scheme.

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

The liability for the CSS, PSS and Australian Retirement Trust defined benefits portion is recognised in the financial statements of the Australian Government and are settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

CASA makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. CASA accounts for the contributions as if they were contributions to defined contribution plans.

Leave and other entitlements

Accounting policies for leave and other entitlements are contained at Note 2.5 – Provisions.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 1.1B: Suppliers		
Goods and services		
Consultancies and service contracts	**13,884**	20,429
Information technology and telephone charges	**13,774**	14,248
Insurance	**983**	965
Media, publications and subscriptions	**1,260**	1,809
Office supplies, photocopying and printing	**465**	522
Postage, freight and storage	**410**	431
Property operating costs	**1,143**	1,344
Recruitment	**234**	212
Travel and transport	**6,384**	7,436
Training costs	**1,607**	1,750
Legal costs	**634**	811
Financial assistance	**776**	885
Audit fees	**98**	84
Other	**431**	174
Total goods and services	**42,083**	51,100
Goods supplied	**530**	690
Services rendered	**41,553**	50,410
Total goods and services	**42,083**	51,100
Other suppliers		
Workers compensation expenses	**756**	642
Lease outgoings	**1,640**	1,300
Short-term and variable leases	**156**	93
Total other suppliers	**2,552**	2,035
Total Suppliers	**44,635**	53,135

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C and 2.4.

Accounting Policy

Short-term leases and leases of low-value assets

CASA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000). CASA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 1.1C: Finance costs		
Interest on lease liabilities	**2,062**	2,003
Unwinding of discount	**-**	1
Total Finance Costs	**2,062**	2,004

The interest on lease liabilities should be read in conjunction with the accompanying notes 1.1B and 2.4.
The unwinding of discount should be read in conjunction with the accompanying note 2.4A.

Note 1.1D: Write down and impairment of other assets		
Bad and doubtful debts	**4**	-
Impairment of intangible assets	**309**	79
Total write down and impairment of other assets	**313**	79

The above note should be read in conjunction with Note 2.2A.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 1.2: Own-Source Income		
Own-source Revenue		
Note 1.2A: Revenue from contracts with customers		
Regulatory services under *Civil Aviation (Fees) Regulations Act 1995*	**14,451**	13,159
Sales of forms and documents	**378**	306
Other revenue with customers	**27**	2
Total revenue from contracts with customers	**14,856**	13,467
Disaggregation of revenue from contracts with customers		
Type of customer		
Australian Government entities (related parties)	**522**	313
State and Territory Governments	**19**	14
Non-government entities	**14,315**	13,140
	14,856	13,467
Revenue recognised at a point in time		
Revenue recognised immediately	**12,811**	12,173
Revenue recognised at time of completion	**2,045**	1,294
	14,856	13,467

Accounting Policy

Revenue from contracts with customers

CASA's revenue from contracts with customers is recognised when CASA's identified performance obligation is fulfilled. CASA has identified that the single performance obligation for the majority of regulatory services is to process an application and provide outcome or feedback. Revenue will be recognised when the assessment is completed and the outcome informed to the customer. CASA's regulatory fees are paid upfront and chargeable regardless of the application outcome. Fees are still payable even if an applicant withdraws their application after work has commenced and not completed. CASA staff effort until the withdrawal is still charged.

CASA charges customers at either a fixed fee or an hourly rate, that is the actual time spent by a proficient officer to complete the job. CASA applies the input method to recognise revenue on the basis of efforts or inputs to the satisfaction of a performance obligation. This would primarily be labour hours expended.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

Following a detailed analysis of the nature, performance obligations, timing of completion and job tracking systems of CASA's regulatory fees, CASA adopted a threshold-based approach to recognising revenue from regulatory service fees which balances cost, accuracy and materiality. The revenue recognition policy can be summarised as follows:

- recognise revenue immediately, following the receipt of funds, for licensing and aircraft registration, and items with value below $8,000
- recognise revenue at time of completion for more complex jobs that require assessment over an extended period of time which have a single performance obligation satisfied at completion
- recognise revenue over time for significant jobs that are major regulatory services as defined by CASA's Cost Recovery Instructions, which may have single or multiple performance obligations completed over time. The Cost Recovery Instructions states that major regulatory services would generally exceed $80,000 estimated value. Multiple performance obligations will be identified and assessed for revenue recognition on a case by case basis where significant.

	2026 $'000	2025 $'000
Note 1.2B: Interest		
Cash at bank and deposits at call	**459**	576
Investments – term deposits	**5,113**	6,709
Total interest	**5,572**	7,285

Refer to Note 4.3 Financial Instruments for detailed accounting policy.

Note 1.2C: Other revenue		
Administrative fines	**148**	123
Indo-Pacific Countries Transport Safety Assistance Programs	**484**	274
Other sundry revenue	**381**	429
Total other revenue	**1,013**	826

Accounting Policy

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

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 1.3: Revenue from Government		
Note 1.3A: Revenue from Government		
Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts:		
Administered payment to CASA as a PGPA Act Corporate Commonwealth entity	**53,072**	41,494
Aviation Fuel Revenues (Special Appropriation) Act 1988	**131,016**	131,915
Uncrewed Aircraft Levy *(Civil Aviation Act 1988 section 46A(4))*	**983**	837
Total revenue from Government	**185,071**	174,246

Accounting Policy

Revenue from Government

Funding received or receivable from the Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts (ITRDCSA), including departmental appropriations, aviation fuel excise and unmanned aircraft levy, (appropriated to ITRDCSA for payment to CASA as a PGPA corporate Commonwealth entity under the *PGPA Act 2013*) are recognised as Revenue from Government unless the funding is in the nature of an equity injection or a loan.

Departmental appropriations for the year are recognised as Revenue from Government when CASA gains control of the appropriation.

Aviation Fuel Revenues are received weekly after receipt of a report from the Australian Taxation Office and drawn down on CASA's behalf by ITRDCSA. Accrued aviation fuel excise is recognised on a pro-rata basis until the end of the reporting period based on the average of the previous reports for the financial year.

An annual registration levy for commercially operated drones became effective in July 2021 under the *Unmanned Aircraft Levy (Special Appropriation) Act 2020*. The levy is initially collected into a CASA bank account and then paid to ITRDCSA to be receipted to the Official Public Account (OPA) on CASA's behalf as CASA does not have an Official Bank Account or drawing rights on appropriations. The levy amount is then drawn down from the OPA by ITRDCSA and paid to CASA in accordance with the *Civil Aviation Act 1988*. The levy is recognised as CASA's revenue at initial receipt as it's a retainable receipt by nature.

Note 2: Financial Position

	2026 $'000	2025 $'000
Note 2.1: Financial Assets		
Note 2.1A: Cash and cash equivalents		
Cash at bank and deposits at call	**11,528**	14,229
Total cash and cash equivalents	**11,528**	14,229
Note 2.1B: Investments		
Investments	**107,500**	103,500
Total investments	**107,500**	103,500
Total cash, cash equivalents and investments	**119,028**	117,729

Accounting Policy

Cash

Cash is recognised at nominal amounts. Cash and cash equivalents includes cash at bank and at-demand bank deposits. Temporary surplus funds, mainly from drawdowns of appropriations, weekly aviation fuel excise claims and any recouped maturities to aid cash flow, are placed on deposit at call with CASA's banker. Interest is earned on the daily balance at the prevailing rate for money on call and is paid at the beginning of the following month.

Investments

Investments are initially recognised at fair value and subsequently recognised at amortised cost. Investments include deposits with original maturity of 3 months or over. Interest is credited to revenue as it accrues. Interest is earned on the daily balance at the prevailing rate for investments and is paid at maturity.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 2.1C: Trade and other receivables		
Goods and services receivables		
Goods and services receivables	**307**	183
Total goods and services receivables	**307**	183
Receivable from government		
Receivable from Department of Infrastructure, Transport, Regional Development, Communications Sports and the Arts (ITRDCSA):		
Aviation fuel excise	**718**	361
Uncrewed aircraft levy	**41**	42
Total receivable from government	**759**	403
Other receivables		
Net GST receivable	**501**	603
Other Receivables	**77**	52
Total other receivables	**578**	655
Total trade and other receivables (net)	**1,644**	1,241

Credit terms for good and services were a maximum of 30 days (2024–25 30 days).

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

Accounting Policy

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

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

Refer to the accounting policy in Note 1.3A Revenue from Government. Receivable from Government are the registration levies that ITRDCSA draws down from the OPA and pays to CASA in accordance with the *Civil Aviation Act 1988*.

The fair values of CASA's financial assets and liabilities approximate their carrying amounts.

CASA has policies and procedures that guide employees' debt recovery. CASA does not require collateral in respect of trade and other receivables.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 2.1D: Accrued revenue		
Accrued interest	**1,951**	1,604
Other income	**300**	243
Total accrued revenue	**2,251**	1,847

Accrued interest represents interest earnt on deposits not yet received. Other income accrued revenue refer to the accounting policy in Note 1.2A.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

Note 2.2: Non-financial assets

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

	Buildings (right-of-use)	Leasehold Improvement	
	In Use $'000	In Use $'000	Work in Progress $'000
As at 1 July 2025			
Gross book value	84,337	1,756	2,768
Accumulated depreciation/amortisation	(26,237)	-	-
Total as at 1 July 2025	**58,100**	**1,756**	**2,768**
Additions:			
By purchase	-	-	209
Transfers	-	-	(40)
Right-of-use assets	398	-	-
Revaluations and impairments recognised in other comprehensive income:			
Gross value – impairment	-	-	-
Accumulated depreciation – impairment	-	-	-
Gross value – revaluation	-	(676)	-
Accumulated depreciation	-	585	-
Disposals:			
Gross value of disposals	-	(1)	(2,758)
Accumulated depreciation on disposals	-	1	-
Gross value of disposals of right-of-use assets	(211)	-	-
Accumulated depreciation on disposals of right-of-use assets	211	-	-
Write-down of assets:			
Gross value – other movements of right-of-use-assets	(1,638)	-	-
Depreciation expense	-	(586)	-
Depreciation on right-of-use assets	(7,934)	-	-
Total as at 30 June 2026	**48,926**	**1,079**	**179**
Total as at 30 June 2026 represented by:			
Gross book value	82,886	1,079	179
Accumulated depreciation/amortisation	(33,960)	-	-
Total as at 30 June 2025 represented by:	**48,926**	**1,079**	**179**
Total of class including work in progress as at 30 June 2026	**48,926**		
Carrying amount of right-of-use assets as at 30 June 2026	**48,926**		

Revaluations of non-financial assets and intangible assets

An asset stocktake is conducted on an annual basis to ensure all assets are in good condition and fit for purpose, which is a major assumption for asset valuation.

Plant and Equipment		Computer Software		
In Use $'000	Work in Progress $'000	In Use $'000	Work in Progress $'000	Total $'000
3,210	20	83,113	5,806	181,010
(780)	-	(54,738)	-	(81,755)
2,430	**20**	**28,375**	**5,806**	**99,255**
-	73	-	2,659	2,941
133	(93)	5,408	(5,408)	-
10	-	-	-	408
-	-	(935)	(39)	(974)
-	-	665	-	665
(890)	-	-	-	(1,566)
1,064	-	-	-	1,649
(30)	-	-	-	(2,789)
24	-	-	-	25
(51)	-	-	-	(262)
51	-	-	-	262
-	-	-	-	(1,638)
(1,088)	-	(7,911)	-	(9,585)
(24)	-	-	-	(7,958)
1,629	**-**	**25,602**	**3,018**	**80,433**
2,382	-	87,586	3,018	177,130
(753)	-	(61,984)	-	(96,697)
1,629	**-**	**25,602**	**3,018**	**80,433**
2,887		**28,620**		**80,433**
-		**-**		**48,926**

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

The carrying value for the Property, Plant and Equipment was assessed by the independent valuer as materially at fair value as of 30 June 2026. Valuation methods include market value and cost approach. Further details are disclosed in the accounting policy.

Accounting Policy

Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Property, Plant and Equipment

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than $5,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to makegood provisions in property leases taken up by CASA where there exists an obligation to restore the property to its original condition. These costs are included in the value of CASA's leasehold improvements with a corresponding provision for the makegood recognised. CASA currently does not have any leases which contain these provisions.

Leased Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the discounted initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by CASA as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application, an impairment review is undertaken for any right of use leased asset that shows indicators of impairment and an impairment loss is recognised against any right of use leased asset that is impaired. Leased ROU assets continue to be measured at cost less impairment and accumulated amortisation after initial recognition.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value. Fair values (excluding ROU assets) for each class of asset of the property, plant and equipment category are determined as shown below:

Asset Class	Fair value measured at:
Leasehold improvement	Depreciated replacement cost
Plant and equipment	Market selling price or depreciated replacement cost

Following initial recognition at cost, property, plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment loss. The fair value (excluding ROU assets) of property, plant and equipment is reviewed annually and external valuations performed with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

All leasehold improvements and Plant and equipment were revalued at 30 June 2026.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to CASA, using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset of the property, plant and equipment category are based on the following useful lives:

Asset Class	2026	2025
Buildings (ROU)	Lease term	Lease term
Leasehold improvement	Lower of lease term or useful life up to 20 years	Lower of lease term or useful life up to 20 years
Plant and equipment	1 to 20 years	1 to 20 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of either the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets held at cost, including intangibles and ROU assets, were assessed for impairment as at 30 June 2026. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if CASA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Intangibles

CASA's intangibles comprise internally developed software and externally acquired software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives of CASA's software are 3 to 20 years (2025: 3 to 20 years).

All software assets were assessed for indications of impairment as at 30 June 2026.

	2026 $'000	2025 $'000
Note 2.2A: Reconciliation of the opening and closing balances of leasehold improvements, plant and equipment and intangibles (continued)		
Contractual commitments for the acquisition of plant, equipment and intangible assets		
Commitments are payable as follows:		
Within 1 year	**95**	-
Total Contractual commitments for the acquisition of plant, equipment and intangible assets	**95**	-

In 2026, the nature of capital commitments is primarily for office fit out.
Amounts for capital commitments are GST inclusive.

Note 2.3: Liabilities

Note 2.3A: Suppliers		
Trade creditors and accruals	**3,582**	3,482
Total suppliers	**3,582**	3,482

Accounting Policy

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced). Supplier and other payables are derecognised on payment. Supplier payables should be settled within 20 days.

Note 2.3B: Other payables

Wages and salaries	**4,234**	3,656
Superannuation	**718**	625
Unearned revenue	**2,228**	1,272
Other payables	**19**	8
Total other payables	**7,199**	5,561

Accounting Policy

Superannuation

The liability for superannuation recognised as at 30 June 2026 represents outstanding contributions for the final pay days remaining in 2025–26.

Unearned revenue

CASA's regulatory fees are payable before the commencement of work. Based on the revenue recognition policy disclosed in Note 1.2, prepayment of fees for regulatory jobs over $8,000 are recognised as unearned revenue if the performance obligations are not fulfilled as at 30 June 2026.

During the reporting period CASA recognised $907,181 as revenue that was included as unearned revenue at the beginning of the period. No revenue was recognised this period where performance obligations were met in previous periods.

	2026 $'000	2025 $'000
Note 2.4: Interest Bearing Liabilities		
Note 2.4A: Leases		
Lease liabilities – Building leases	**54,690**	62,748
Lease liabilities – Motor Vehicles	**-**	15
Total leases	**54,690**	62,763

Total cash outflow for leases for the period ended 30 June 2026 was $8,901,505 (2025: $8,046,331).

Maturity analysis – contractual undiscounted cash flows		
Within 1 year	**8,472**	8,767
Between 1 to 5 years	**30,769**	34,213
More than 5 years	**25,571**	31,783
Total leases	**64,812**	74,763

CASA takes open market competitive approach for all its lease tenders. Building leases generally span from 5 to 12 years whilst motor vehicle leases are at 3 to 5 year term. Fixed yearly rent increments or scheduled market rent review are usually included in the lease contracts.

CASA has signed a new 10 year lease agreement for an office in Melbourne which will commence late 2026. The total cash outflows under this lease is $8.532 million, of which $0.456 million is due to be paid within the next 12 months, $3.176 million between 1 and 5 years and $4.890 million over 5 years.

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

Accounting Policy

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

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

Subsequent to initial measurement, the liability will be reduced for payments made and increased for unwinding of interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Optional periods will be included in the lease liability measurement once CASA is reasonably certain to exercise the option.

Notes to and forming part of the financial statements

For the period ended 30 June 2026

	2026 $'000	2025 $'000
Note 2.5: Provisions		
Note 2.5A: Employee provisions		
Separations and redundancies	**-**	588
Leave	**38,616**	37,923
Ancillary costs on leave provisions	**7,636**	6,135
Total employee provisions	**46,252**	44,646
Note 2.5B: Other provisions		
Unpaid superannuation	**269**	-
Total other provisions	**269**	-

	Other provisions $'000	Total $'000
As at 1 July 2025	-	-
Additional provision made	269	269
Total as at 30 June 2026	**269**	**269**

Accounting Policy

Other Provisions

CASA recognises a provision where there is a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for personal leave as all personal leave is non-vesting and the average personal leave taken in future years by employees of CASA is estimated to be less than the annual entitlement for personal leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including CASA's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. An ancillary on-cost liability, based on actuarial assessment, has been recognised in the statement of financial position for employer superannuation contributions payable on accrued annual leave and long service leave as at the end of the financial year.

The liability for long service leave as at 30 June 2026 has been determined by reference to the Department of Finance shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and Redundancy

Provision is made for separation and redundancy benefit payments. CASA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

CASA offers voluntary redundancy to its staff when the position is identified as excess to CASA's staffing requirements, and no suitable opportunity for redeployment is available within CASA. The redundancy payment includes a separation entitlement of two weeks for each year of service and a maximum five weeks of notice payment.

CASA's provision for termination benefits is disclosed in Note 2.5A under the line item Separations and redundancies. The payment is funded by CASA's cash reserves.

Note 3: People and Relationships

Note 3.1: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning directing and controlling the activities of CASA, directly or indirectly, including Board of Directors. CASA has determined the key management personnel to be the Portfolio Minister[1], the Board Directors, and the Executive Committee members. Key management personnel remuneration is reported in the table below:

	2026 $'000	2025 $'000
Short-term employee benefits		
Salary	**3,324**	3,047
Annual leave accrued	**251**	198
Other benefits and allowances	**117**	53
Total short-term employee benefits	**3,692**	3,298
Post-employment benefits		
Superannuation	**530**	483
Total post-employment benefits	**530**	483
Other long-term employee benefits		
Long-service leave accrued	**180**	163
Total other long-term employee benefits	**180**	163
Total key management personnel remuneration[1]	**4,402**	3,944

The total number of key management personnel that are included in the above table are 16 (2025: 14) individuals. CASA includes several employees who were acting for a period of greater than 90 days (accumulative) during the year and permanent employees and Board members who were appointed or separated during the financial year.

[1] The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by CASA.

Note 3.2: Related Party Disclosures

Related party relationships

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

Transactions with related parties

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

Significant transactions with related parties can include:

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

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

Note 4: Managing Uncertainties

Note 4.1: Contingent Assets and Liabilities

	Claims for damages or costs 2026 $'000	2025 $'000
Contingent assets		
Balance from previous period	**-**	3,300
Re-measured	**-**	(2,000)
Obligations expired	**-**	(1,300)
Total contingent assets	**-**	-
Contingent liabilities		
Balance from previous period	**70**	3,474
New contingent liabilities recognised	**167**	39
Liabilities realised	**(78)**	(51)
Re-measured	**-**	(2,076)
Obligations expired	**(63)**	(1,316)
Total contingent liabilities	**96**	70
Net contingent liabilities	**96**	70

Quantifiable contingencies

As at 30 June 2026, there is one instance (2025: nil) of non-remote, quantifiable contingent labilities in respect of claims on CASA valued at up to $69,750 (2025: nil). The estimated figure is determined by conducting an objective analysis of the provable amount payable for all claims that is submitted to CASA.

The schedule of contingencies also contains 'other' contingent liabilities of $25,969 (2025: $69,532). This amount represents an estimate of CASA's liability in respect of study assistance. CASA staff are entitled to reimbursement of their expenditure in relation to approved work-related study once they successfully complete it.

Unquantifiable and remote contingencies

CASA is party to various matters before the courts. As at 30 June 2026, CASA is not named as a defendant in any matters where it cannot quantify the value, and where it does not consider the chance of damages being awarded as remote. As at 30 June 2026, CASA is named as a defendant, or has received notice of potential claims, in 12 matters where it considers the risk of damages being awarded as remote (2025: 4). It is deemed not possible to estimate the amount of any eventual payment that may be required in relation to any claim. CASA has denied liability and is defending the claims, however, if unsuccessful, CASA reasonably expects the full amount would be covered by CASA's insurance provider.

Accounting Policy

Contingent Liabilities and Contingent Assets

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

Notes to and forming part of the financial statements

For the period ended 30 June 2026

Note 4.2: Fair Value Measurements

	2026 $'000	2025 $'000
ASSETS		
Assets at fair value		
Non-financial assets		
Property, plant and equipment	**2,708**	6,940
Total non-financial assets at fair value	**2,708**	6,940
Total assets at fair value	**2,708**	6,940
Assets where carrying amount approximates fair value		
Financial assets		
Cash, cash equivalents and investments	**119,028**	117,729
Trade and other receivables	**1,644**	1,241
Accrued revenue	**2,251**	1,847
Total financial assets where carrying value approximates fair value	**122,923**	120,817
Assets carried at cost		
Non-financial assets		
Buildings – right-of-use assets	**48,926**	58,100
Property, plant and equipment – Work in Progress	**179**	20
Property, plant and equipment – right-of-use assets	**-**	14
Intangibles	**28,620**	34,181
Prepayments	**3,562**	4,043
Total non-financial assets carried at cost	**81,287**	96,358
Total assets in the statement of financial position	**206,918**	224,115
LIABILITIES		
Liabilities where carrying value approximates fair value		
Payables		
Suppliers	**3,582**	3,482
Lease liabilities	**54,690**	62,763
Other payables	**7,199**	5,561
Total payables	**65,471**	71,806
Provisions		
Employee provisions	**46,252**	44,646
Other provisions	**269**	-
Total provisions	**46,521**	44,646
Total liabilities where carrying value approximates fair value	**111,992**	116,452
Total liabilities in the statement of financial position	**111,992**	116,452

Accounting Policy

Fair Value measurement

CASA deems transfers between levels of the fair value hierarchy to have occurred at balance date. This year no transfers between levels of the fair value occurred.

Note 4.3: Financial Instruments

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

Note 4.3A: Categories of financial instruments

	2026 $'000	2025 $'000
Financial assets at amortised cost		
Cash at bank and deposits at call	**11,528**	14,229
Investments	**107,500**	103,500
Trade receivables	**307**	183
Accrued interest	**1,951**	1,604
Total financial assets at amortised cost	**121,286**	119,516
Total financial instruments classified as financial assets	**121,286**	119,516

Note 4.3B: Net gains or losses on financial assets

Financial assets at amortised cost		
Interest revenue	**459**	576
Interest on Investments	**5,113**	6,709
Net gains on financial assets at amortised cost	**5,572**	7,285
Net gains on financial assets	**5,572**	7,285

Accounting Policy

Financial Assets

Under AASB 9 Financial Instruments, CASA classifies its financial assets into the following categories:

- financial assets at fair value through profit or loss;
- financial assets at fair value through other comprehensive income; and
- financial assets measured at amortised cost.

The classification depends on both the business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when CASA becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

During the 2024–25 and 2025–26 financial years CASA only held Financial Assets at Amortised Cost.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

- the financial asset is held in order to collect the contractual cash flows; and
- the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial Liabilities

Financial liabilities are classified as either financial liabilities 'at fair value through profit or loss' or other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'. During the 2024–25 and 2025–26 Financial Years CASA only held Financial Liabilities at Amortised Cost.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Notes to and forming part of the financial statements

For the period ended 30 June 2026

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

	2026 $'000	2025 $'000
Assets expected to be recovered in		
No more than 12 months		
Cash and cash equivalents	**11,528**	14,229
Investments	**107,500**	103,500
Trade and other receivables	**1,644**	1,241
Accrued revenue	**2,251**	1,847
Prepayments	**2,961**	3,239
Total no more than 12 months	**125,884**	124,056
More than 12 months		
Buildings	**48,926**	58,100
Property, plant and equipment	**2,887**	6,974
Intangibles	**28,620**	34,181
Prepayments	**601**	804
Total more than 12 months	**81,034**	100,059
Total assets	**206,918**	224,115
Liabilities expected to be settled in		
No more than 12 months		
Suppliers	**3,582**	3,482
Other payables	**7,199**	5,561
Lease liabilities	**6,661**	7,014
Employee provisions	**18,127**	15,540
Other provisions	**269**	-
Total no more than 12 months	**35,838**	31,597
More than 12 months		
Lease liabilities	**48,029**	55,749
Employee provisions	**28,125**	29,106
Total more than 12 months	**76,154**	84,855
Total liabilities	**111,992**	116,452

Note 5: Regulatory Charging Summary

	2026 $'000	2025 $'000
Amounts applied		
Special Appropriation	**983**	837
Total expenses	**983**	837
Expenses		
Departmental	**71,771**	82,420
Total expenses	**71,771**	82,420
Revenue		
Departmental	**14,555**	13,282
Total revenue	**14,555**	13,282

Regulatory charging activities

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

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

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

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

Note 6: Cash Flow Reconciliation

	2026 $'000	2025 $'000
Reconciliation of cash and cash equivalents as per the statement of financial position to cash flow statement		
Reconciliation of net cost of services to net cash from operating activities:		
Net cost of services	**(197,891)**	(200,127)
Add: Revenue from government	**53,072**	41,494
Add: Aviation fuel excise	**131,016**	131,915
Add: Registration levies	**983**	837
Add: GST on purchases of capital items	**36**	947
Adjustments for non-cash items		
Depreciation and amortisation	**17,543**	18,933
Net write down of non-financial assets	**309**	79
(Gains) / losses on disposal of assets	**6**	22
Changes in assets / liabilities		
(Increase) / decrease in net receivables	**(403)**	2,411
(Increase) / decrease in accrued revenue	**(404)**	280
(Increase) / decrease in prepayments	**481**	(980)
Increase / (decrease) in employee provisions	**1,606**	2,364
Increase / (decrease) in supplier payables	**100**	(1,881)
Increase / (decrease) in other provisions	**269**	(49)
Increase / (decrease) in other payables	**1,638**	1,172
Net cash received (used) from operating activities	**8,361**	(2,583)

Note 7: Explanation of Major Budgetary Variances

Explanations of major variances	Variance to budget ($'000)	Affected statements and line items
Depreciation and amortisation were lower during the financial year as CASA deferred several asset purchases. As part of this deferral of capital spending CASA increased the useful lives of several assets, which reduced CASA accumulated depreciation. Additionally, CASA has continued over the past financial years to undertake a review of the likely replacement date of software packages and assets. This has indicated that a number of assets have a longer useful life than expected at the time of setting the budget.	(2,764)	Statement of Comprehensive Income: • Depreciation and amortisation
CASA revenue from customers increased due to an increase in regulatory services applications received and processed during the financial year.	2,356	Statement of Comprehensive Income: • Revenue from contracts with customers
	2,409	Statement of Cash Flow – Financing Activities: • Cash received – Sale of goods and rendering of services
At the time of preparation of the 2025–26 budget, CASA was predicting a lower opening cash balance than the $117.7m that occurred. During the year CASA received additional cash, associated with the reimbursement of leasehold improvements in Sydney Office and additional regulatory services activities. CASA also reduced its capital spending in 2025–26 compared to what was budgeted.	21,993	Statement of Financial Position: • Assets – Financial Assets – Cash, cash equivalents and investments
Budgeted property plant and equipment included the previously purchased Sydney fit out. During the year CASA received reimbursement from its landlord, with ownership of this asset transferred to the landlord as specified in CASA's lease agreement. Additionally, CASA delayed the purchases of new IT equipment as part of the budget, with the existing equipment being chosen to be used.	(3,904)	Statement of Financial Position – Assets: • Assets – Property, Plant and Equipment
	(4,005)	Statement of Cash Flow – Investing Activities: • Cash used – Purchases of property, plant and equipment and intangibles

Notes to and forming part of the financial statements

For the period ended 30 June 2026

Explanations of major variances	Variance to budget ($'000)	Affected statements and line items
During the year CASA received payment for leasehold improvements and fit out installed in the Sydney office. As part of the rental agreement the fit out is now property of the landlord.	3,034	Statement of Cash Flow – Financing Activities: • Cash received – Proceeds from sale of property, plant and equipment and intangibles
CASA budget assumes that the majority of expenses are paid within the same year. CASA has prepaid a number of expenses including software licences, to ensure the best value for money could be acehvied.	1,455	Statement of Financial Position – Assets: • Assets – Prepayments
Other payables have increased largely due regulatory work being paid in advance, with work yet to be completed on these regulatory applications. This means the funds have been transferred to other payables. Additionally, payables increased during the year due to an additional day of unpaid salaries and superannuation due to timing of payment cycles.	5,582	Statement of Financial Position – Assets: • Liabilities – Payables – Other Payables
The movement in cash used for principal payments of lease liabilities is primarily due unbudged rent abatement for Sydney Office and the commencement of a new lease free period for Melbourne Office.	(2,145)	Statement of Cash Flow – Financing Activities: • Cash used – Principal payments of lease liabilities

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

7

PART SEVEN

Appendices

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



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Appendix A: Operating statistics

Flight operations

Table A.1 Air operator certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	25	22	25
Subsequent issue	148	59	12[a]
Variation	419	409	392
Total	**592**	**490**	**429**
Current certificates at 30 June[b]	633	624	634

a. The decrease in subsequent issue applications is attributed to flight operations reforms, including the transition away from fixed validity periods and the implementation of transitional and savings arrangements, which affected the duration of certain existing certificates.
b. Current certificates include operators involved in one or more of air transport larger aeroplanes, smaller aeroplanes, rotorcraft, aerial application, flight training, and balloons and hot air airships.

Table A.2 Aerial work certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	24	15	20
Subsequent issue	59	20	5[a]
Variation	164	149	145
Total	**247**	**184**	**170**
Current certificates at 30 June	509	544	550

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

a. The decrease in subsequent issue applications is attributed to flight operations reforms, including the transition away from fixed validity periods and the implementation of transitional and savings arrangements, which affected the duration of certain existing certificates.

Table A.3 Remotely piloted aircraft operator certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	448	556	556
Subsequent issue[a]	1,057	1,198	1,085
Variation	286	390	216
Total	**1,791**	**2,144**	**1,857**
Current certificates at 30 June	2,765	3,011	3,245

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

Table A.4 Remote pilot licences, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	4,585	4,655	5,125
Current licences at 30 June	35,002	39,653	44,800



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Flight personnel

Table A.5 Flight crew licences, 2023–24 to 2025–26

Aircraft type	Type of licence	2023–24		2024–25		2025–26	
		Initial issue	Current	Initial issue	Current	Initial issue	Current
Aeroplane	**Pilot**[a]						
	Air transport	276[b]	6,991	239	6,932	315	6,971
	Commercial	1,063[b]	6,065	1,292	6,379	1,291	6,649
	Commercial – exemption[c]	0	4,245	0	4,433	0	4,470
	Private	1,212[b]	7,821	1,121	7,317	1,085	6,969
	Recreational	991[b]	2,984	1,017	2,822	987	2,722
	Total aeroplane pilots	**3,542**[b]	**28,106**	**3,669**	**27,883**	**3,678**	**27,781**
Helicopter	Air transport	25[b]	694	35	698	23	702
	Commercial	242[b]	2,058	254	2,085	206	2,054
	Commercial – exemption[c]	0	922	0	956	0	973
	Private	138[b]	979	104	974	123	995
	Recreational	2	27	2	20	2	18
	Total helicopter pilots	**407**[b]	**4,680**	**395**	**4,733**	**354**	**4,742**
Other	Commercial – other[d]	2	93	6	90	3	91
	Commercial – exemption[c]	0	2	0	2	0	3
	Private – gyroplane	0	2	0	2	0	1
	Recreational	1	1	0	1	0	1
	Total other pilots	**3**	**98**	**6**	**95**	**3**	**96**
Glider	**Total glider pilots**	**15**	**66**	**8**	**67**	**8**	**68**
All	**Total pilots**[e]	**3,735**	**30,981**	**3,764**	**30,854**	**3,664**	**30,817**
	Flight engineer						
	Total flight engineers	**1**	**25**	**0**	**21**	**0**	**17**

a. For current pilots, pilots are counted only once in each licence category (aeroplanes, helicopter and other), against the highest licence level of privileges their medical certificate permits them to use.
b. Figures for 'Initial issue' for 2023–24 have been adjusted to exclude holders of a certificate of validation based on foreign civil qualifications with no CASR Part 61 conversion. This ensures that the table accurately reflects the population of holders of flight crew licences issued by CASA.
c. CASA EX28/23 applied from 1 March 2023 to 28 February 2026. From 1 March 2026, the exemption was provided under section 81 of CASA EX32/24, inserted by CASA EX12/26. The exemption enables holders of a commercial pilot licence (CPL) or air transport pilot licence (ATPL) and a current Class 2 medical to exercise reduced CPL privileges, subject to specified conditions.
d. Includes balloons and airships.
e. Includes all pilots who held a minimum of a Class 2 medical each financial year. This reflects the number of pilots who were active but not necessarily exercising the full privileges of their licence. In this row, a pilot is counted only once regardless of the number of categories of licences held; therefore, the total does not equal the sum of the licence categories above it.

Table A.6 Flight crew licensing examinations, 2023–24 to 2025–26

Type of licence	2023–24		2024–25		2025–26	
	No. sat	% passed	No. sat	% passed	No. sat	% passed
Air transport pilot	6,153	72	7,084	71	7,310	71
Commercial pilot	14,754	71	16,184	70	17,513	67
Private pilot	1,890	66	1,784	65	1,828	65
Recreational pilot	1,744	54	1,554	59	1,526	59
Total	**24,541**	**70**	**26,606**	**69**	**28,177**	**68**

Table A.7 Medical certificates, 2023–24 to 2025–26

Type of certificate	2023–24			2024–25			2025–26		
	Initial	Renewal	Refusal	Initial	Renewal	Refusal	Initial	Renewal	Refusal
Class 1	2,377	17,282	52	2,310	17,730	55	2,510	17,927	39
Class 2	4,265	21,565	90	3,817	21,672	101	3,887	21,573	76
Basic Class 2[a]	484	460	n.a.	379	442	n.a.	484	437	n.a.
Class 3	127	558	2	179	630	5	197	590	6
Class 5[a,b]	516	0	n.a.	1,123	39	n.a.	1,017	225	n.a.
Total	**5,250**	**22,984**	**144**	**4,721**	**23,068**	**161**	**5,884**	**23,145**	**121**

Note: The certificate classes are: 1 Professional pilots and flight engineers, 2 Student and private pilots (Basic Class 2 is an alternative to a full Class 2 certificate for private operations), and 3 Air traffic control and flight service providers. A certificate issued may have more than one class of medical: for example, all Class 1 medicals are automatically issued a Class 2 medical. The total shown is the total number of certificates issued, not the sum of the 3 licence classes for initial issues or renewals.

a. Refusals are not applicable to Basic Class 2 and Class 5 certificates.
b. Class 5 medical self-declaration, introduced on 9 February 2024, allows recreational and private pilots to self-assess and self-declare their fitness to fly without requiring a formal medical assessment.

Maintenance personnel

Table A.8 Aircraft maintenance engineer examinations, 2023–24 to 2025–26

Type of examination	2023–24	2024–25	2025–26
Part 66 self-study module examinations	145	128	322
Weight control authority examinations	23	33	51
Total	**168**	**161**	**373**

Table A.9 Aircraft maintenance engineer licences, 2023–24 to 2025–26

Detail	2023–24	2024–25	2025–26
Licence assessments			
Australian military	0	3	1
Foreign civil	128	113	112
Total	**128**	**116**	**113**
Trans-Tasman Mutual Recognition Act 1997 assessments	30	33	24
Licences			
Issued	292	292	359
Current at 30 June	9,891	10,178	10,534
Average age of licence holder (years)	55	56	56

Note: In previous annual reports this table included Category Technical Competency Assessments and Licence Technical Assessments for 2023–24 and 2024–25. As of 2025–26 these assessments are no longer conducted by CASA. These assessments are undertaken by Part 147 Maintenance Training Organisations.

Table A.10 Airworthiness authorities, 2023–24 to 2025–26

Type of authority	2023–24	2024–25	2025–26
Maintenance	55	52	37
Non-destructive testing	46	55	45
Weight-control	35	44	49
Welding	13	15	15

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

Maintenance organisations

Table A.11 Certificates of approval, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	12	13	8
Subsequent issue	7	8	11
Variation	51	57	45
Total	**70**	**78**	**64**
Current certificates of approval at 30 June	562	540	510

Note: Includes operators involved in one or more of aircraft and component maintenance, design (aircraft, components and materials), distribution (components and materials), aircraft maintenance engineer training and examinations.

Table A.12 Civil Aviation Safety Regulations Part 145 approval certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	7	9	8
Subsequent issue	80	58	34
Variation	143	150	134
Total	**230**	**217**	**176**
Current certificates of approval at 30 June	174	179	184

Airworthiness

Table A.13 Airworthiness certificates, authorisations and approvals issued, 2023–24 to 2025–26

Type of permission	2023–24	2024–25	2025–26
Type certificate[a]			
Total	**1**	**1**	**1**
Type acceptance certificate[a]			
Aeroplanes	9	9	8
Lighter than air	2	0	1
Rotorcraft	1	4	2
Total	**12**	**13**	**11**
Other authorisations, certificates and approvals			
Supplemental type certificate[a]	18	17	17
Permissible unserviceabilities[b]	n.a.	n.a.	35
Certificate of airworthiness[c]	391	379	437
Special flight permit[c]	464	524	538
Experimental certificate[c]	136	182	166
Simulator certification (flight simulator training devices)[d]	58	62	67

a. Includes amendments to supplemental data, including type certificate data sheets and type certificate holder details.
b. Data first included in 2026.
c. Includes permissions issued by CASA and industry delegates.
d. Includes certificates issued for devices located overseas.

Table A.14 Aircraft registrations, 2023–24 to 2025–26

Type of registration	2023–24	2024–25	2025–26
Initial registration	391	357	364
Change of registration holder	1,387	1,101	1,065
Cancellation of registration	195	287	273
Change of registration mark	44	48	32
Reservation of registration mark	1,403	1,289	1,289
Reissue of certificate of registration	128	104	102
Aircraft registered at 30 June	16,475	16,545	16,636
Marks reserved at 30 June	778	1,056[a]	1,032

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

a. The 2024–25 annual report incorrectly showed this as 1,289.



Table A.15 Average age of the Australian fleet of civil aircraft at 30 June 2026

Aircraft group by airframe and propulsion characteristics					> 56 years	56–47 years	46–37 years	36–27 years	26–17 years	16–7 years	6–2 years	< 2 years	Total by group	% of total fleet
Gliders					171	407	182	86	81	37	3	0	**967**	5.81
Powered gliders					8	34	56	60	63	72	29	8	**330**	1.98
Balloons					0	7	40	59	112	167	50	18	**453**	2.72
Airships					0	0	0	1	0	0	0	0	**1**	0.01
Remotely piloted aircraft systems					0	0	0	0	0	1	1	0	**2**	0.01
Amateur-built aircraft	Aeroplanes	Single-engine		Diesel	0	0	0	0	1	0	0	0	**1**	0.01
				Piston	9	51	113	263	534	388	183	31	**1,572**	9.44
				Turboprop	0	0	0	1	4	1	0	1	**7**	0.04
				Jet	0	1	0	0	1	2	2	0	**6**	0.04
				Rotary	0	0	0	0	1	0	0	0	**1**	0.01
				Electric engine	0	0	0	0	0	1	0	0	**1**	0.01
		Multi-engine		Piston	0	0	1	2	6	4	1	1	**15**	0.09
				Jet	0	0	0	0	0	1	1	0	**2**	0.01
	Helicopters	Single engine		Diesel	0	0	0	0	1	0	0	0	**1**	0.01
				Piston	2	0	1	19	39	20	5	1	**87**	0.52
				Turboshaft	0	0	0	0	5	8	5	0	**18**	0.11
				Electric engine	0	0	0	0	0	0	2	0	**2**	0.01
Production aircraft				Piston	54	39	72	201	643	384	162	27	**1,582**	9.51
				Turboshaft	37	134	183	93	145	94	59	6	**751**	4.51
		Multi-engine	≤ 5,700 kg MTOW	Turboshaft	0	11	50	50	41	27	27	5	**211**	1.27
			> 5,700 kg MTOW	Turboshaft	0	0	16	2	18	62	17	10	**125**	0.75
	Aeroplanes	Single-engine	≤ 5,700 kg MTOW	Diesel	0	0	0	0	1	18	14	0	**33**	0.20
				Piston	2,477	2,415	788	379	710	344	193	20	**7,326**	44.04
				Turboprop	2	18	42	128	122	134	47	11	**504**	3.03
				Jet	19	11	15	0	0	1	3	0	**49**	0.29
			> 5,700 kg MTOW	Piston	3	0	0	0	0	0	0	0	**3**	0.02
				Turboprop	0	0	0	20	26	49	38	5	**138**	0.83
				Jet	7	0	0	0	0	0	0	0	**7**	0.04
		Multi-engine	≤ 5,700 kg MTOW	Diesel	0	0	0	0	7	9	5	2	**23**	0.14
				Piston	218	580	198	22	43	44	12	2	**1,119**	6.73
				Turboprop	2	38	76	27	35	13	3	1	**195**	1.17
				Turboshaft	0	0	1	0	0	0	0	0	**1**	0.01
				Jet	5	3	4	6	20	16	5	0	**59**	0.35
				Electric engine	0	0	0	0	0	0	1	0	**1**	0.01
			5,701 to 20,000 kg MTOW	Piston	20	0	0	0	0	0	0	0	**20**	0.12
				Turboprop	3	1	27	135	17	18	18	1	**220**	1.32
				Jet	1	9	27	29	27	12	15	2	**122**	0.73
			20,001 to 50,000 kg MTOW	Piston	5	0	0	0	0	0	0	0	**5**	0.03
				Turboprop	1	3	2	2	28	38	0	0	**74**	0.44
				Jet	1	0	16	55	59	10	3	0	**144**	0.87
			50,001 to 100,000 kg MTOW	Piston	1	0	0	0	0	0	0	0	**1**	0.01
				Turboprop	0	1	0	0	0	0	0	0	**1**	0.01
				Jet	0	0	0	6	129	164	39	34	**372**	2.24
			>100,000 kg MTOW	Jet	0	0	0	0	28	37	3	7	**75**	0.45
Remotely piloted aircraft (airship)					0	0	0	0	0	0	1	0	**1**	0.01
Remotely piloted aircraft (powered lift)					0	0	0	0	0	0	4	0	**4**	0.02
Remotely piloted aircraft (rotorcraft)					0	0	0	0	0	1	3	0	**4**	0.02
Total by age bracket					**3,046**	**3,763**	**1,910**	**1,646**	**2,947**	**2,177**	**954**	**193**	**16,636**	**100**
% of total fleet					18.31	22.62	11.48	9.89	17.72	13.09	5.73	1.16	**100**	

MTOW = maximum take-off weight.
Note: Includes remotely piloted aircraft systems that are greater than 150 kilograms, which require VH registration.

Table A.16 Appointments of airworthiness delegates and authorised persons, 2023–24 to 2025–26

Type of appointment	2023–24	2024–25	2025–26
Appointments excluding Civil Aviation Safety Regulations subpart 21M			
Initial issue	5	6	10
Subsequent issue	54	46	66
Variation	5	3	4
Total active at 30 June[a]	**155**	**120**	**126**
Appointments under Civil Aviation Safety Regulations subpart 21M			
Initial issue and variation	17	15	21
Total active at 30 June[a]	**31**	**29**	**27**
Appointments – excluding and under – Civil Aviation Safety Regulations subpart 21M			
Total active at 30 June[b]	**186**	**149**	**153**

a. The total of all active appointments, which includes ongoing active appointments, initial issues, subsequent issues and variations.
b. The total of all active appointments for both categories – excluding and under – Civil Aviation Safety Regulations subpart 21M.



Image: Adobe Stock | Wavebreak Media

Table A.17 Production authorisations, 2023–24 to 2025–26

Type of authorisation	2023–24	2024–25	2025–26
Production certificate			
Initial issue	0	1	0
Variation	1	1	1
Under voluntary suspension at 30 June	0	1	0
Active at 30 June	8	5	4
One-off production certificate			
Initial issue	1	1	2
Variation	5	2	8
Under voluntary suspension at 30 June	1	1	2
Active at 30 June	35	36	39
Australian parts manufacturing approval			
Initial issue	2	0	0
Variation	5	4	3
Under voluntary suspension at 30 June	1	1	2
Active at 30 June	31	29	27
Australian Technical Standards Order Authorisation			
Initial issue or variation	3	2	5
Under voluntary suspension at 30 June	1	1	1
Active at 30 June	10	7	8
Parts approval under CASR 21.305A[a]			
Initial issue or variation	1	2	0
Under voluntary suspension at 30 June	0	1	0
Active at 30 June	8	7	7

a. Civil Aviation Safety Regulations 1998 regulation 21.305A.

Table A.18 Airworthiness directives and bulletins, 2023–24 to 2025–26

Type of directive/bulletin	2023–24	2024–25	2025–26
Australian Airworthiness Directive			
Issued	3	1	4
Cancelled	2	8	4
Amended	7	7	2
Current	7,777	7,770	7,702
State of design airworthiness directive	316	456	530
Exclusion from airworthiness directive	53	68	64
Review of airworthiness directive	3	4	28[a]
Airworthiness Bulletin			
Issued or amended	12	5	20
Current	414	416	422

a. Includes project to legacy airworthiness directives unique to Australia.

Table A.19 Aircraft defect reports, 2023–24 to 2025–26

Detail	2023–24	2024–25	2025–26
Reports received	849	1,020	1,003

Aerodromes

Table A.20 Aerodromes at 30 June, 2023–24 to 2025–26

Aerodrome status	2023–24	2024–25	2025–26
Certified	334	333	334

Training

Table A.21 Civil Aviation Safety Regulations Part 141 flight training certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	34	31	25
Subsequent issue	100	178	48
Variation	88	109	82
Total	**222**	**318**	**155**
Current certificates at 30 June	307	324	329

Table A.22 Civil Aviation Safety Regulations Part 142 flight training certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	5	4	3
Subsequent issue	23	28	11
Variation	65	61	55
Total	**93**	**93**	**69**
Current certificates at 30 June	71	74	73

Table A.23 Civil Aviation Safety Regulations Part 147 maintenance training organisation certificates, 2023–24 to 2025–26

Type of application	2023–24	2024–25	2025–26
Initial issue	2	2	5
Variation	60	60	67
Total	**62**	**62**	**72**
Suspended certificates	0	0	0
Surrendered certificates	0	1	2
Current certificates at 30 June	35	36	39

Enforcement

Table A.24 Medical certificate cancellations and suspensions, 2023–24 to 2025–26

Certificate	2023–24		2024–25		2025–26	
	Cancelled	Suspended	Cancelled	Suspended	Cancelled	Suspended
Class 1	9	38	9	38	13	35
Class 2	32	71	51	88	59	77
Basic Class 2[a]	26	n.a.	16	n.a.	23	n.a.
Class 3	2	2	2	0	8	1
Class 5[a,b]	0	n.a.	8	n.a.	18	n.a.
Total	**69**	**111**	**86**	**126**	**121**	**113**

Note: The Certificate classes are 1 to 3 Professional pilots and flight engineers, 2 Student and private pilots (Basic Class 2 is an alternative to a full Class 2 certificate for private operations), and 3 Air traffic control and flight service providers. A certificate issued may have more than one class of medical: for example, all Class 1 medicals are automatically issued a Class 2 medical. Class 5 medical self-declaration, introduced on 9 February 2024, allows recreational and private pilots to self-assess and self-declare their fitness to fly without requiring a formal medical assessment. Details on current medical certificates issued/renewed/refused are in Table A.7.

a. Suspensions are not applicable to Basic Class 2 and Class 5 certificates.
b. Class 5 certificates commenced on 9 February 2024.

Table A.25 Licence and certificate actions, 2023–24 to 2025–26

Action	2023–24	2024–25	2025–26
Show cause notice	10	5	10
Variations	0	0	0
Suspensions[a]	0	1	0
Cancellations	1	7	4

Note: These figures do not include action taken in relation to Civil Aviation Safety Regulations 1998 Part 99 offences in relation to medical certificates (see Table A.24) or variations processed by the Client Services Centre.

a. These include suspensions under regulations 265 and 269 of the Civil Aviation Regulations 1988.

Table A.26 Serious and imminent risk suspensions under section 30DC of the *Civil Aviation Act 1988*, 2023–24 to 2025–26

Action	2023–24	2024–25	2025–26
Suspensions	0	1	0

Table A.27 Compliance-related actions, 2023–24 to 2025–26

Action	2023–24	2024–25	2025–26
Infringement notices issued	124	128	138
Matters referred to the Director of Public Prosecutions	8	8	4
Prosecutions finalised	1	5	1
Acquittals	0	0	0
Convictions	1	4	1
Enforceable voluntary undertaking	0	0	0
Counselling	35	75	66



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Appendix B: Management and accountability statistics

Employees

Table B.1 All ongoing employees, 2025–26

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	52	0	**52**	17	0	**17**	0	0	**0**	**69**
QLD	154	5	**159**	69	9	**78**	1	1	**2**	**239**
SA	14	1	**15**	6	0	**6**	0	0	**0**	**21**
TAS	0	0	**0**	0	0	**0**	0	0	**0**	**0**
VIC	52	2	**54**	13	3	**16**	0	0	**0**	**70**
WA	28	1	**29**	11	0	**11**	0	0	**0**	**40**
ACT	187	5	**192**	169	28	**197**	0	0	**0**	**389**
NT	5	1	**6**	3	0	**3**	0	0	**0**	**9**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Total	**492**	**15**	**507**	**288**	**40**	**328**	**1**	**1**	**2**	**837**

Table B.2 All non-ongoing employees, 2025–26

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1	0	**1**	1	0	**1**	0	0	**0**	**2**
QLD	2	2	**4**	0	1	**1**	0	0	**0**	**5**
SA	1	0	**1**	0	0	**0**	0	0	**0**	**1**
TAS	0	0	**0**	0	0	**0**	0	0	**0**	**0**
VIC	2	0	**2**	0	0	**0**	0	0	**0**	**2**
WA	0	0	**0**	0	0	**0**	0	0	**0**	**0**
ACT	0	1	**1**	4	0	**4**	0	0	**0**	**5**
NT	0	0	**0**	0	0	**0**	0	0	**0**	**0**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Total	**6**	**3**	**9**	**5**	**1**	**6**	**0**	**0**	**0**	**15**

Table B.3 All ongoing employees, 2024–25

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	56	1	**57**	14	0	**14**	0	0	**0**	**71**
QLD	144	4	**148**	67	6	**73**	0	1	**1**	**222**
SA	17	0	**17**	6	1	**7**	0	0	**0**	**24**
TAS	0	0	**0**	0	0	**0**	0	0	**0**	**0**
VIC	51	1	**52**	13	3	**16**	0	0	**0**	**68**
WA	30	1	**31**	9	0	**9**	0	0	**0**	**40**
ACT	202	7	**209**	168	33	**201**	0	0	**0**	**410**
NT	6	0	**6**	4	0	**4**	0	0	**0**	**10**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Total	**506**	**14**	**520**	**281**	**43**	**324**	**0**	**1**	**1**	**845**

Table B.4 All non-ongoing employees, 2024–25

Location	Man/Male			Woman/Female			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1	0	**1**	0	0	**0**	0	0	**0**	**1**
QLD	1	2	**3**	1	1	**2**	0	0	**0**	**5**
SA	0	0	**0**	0	0	**0**	0	0	**0**	**0**
TAS	0	0	**0**	0	0	**0**	0	0	**0**	**0**
VIC	1	0	**1**	0	0	**0**	0	0	**0**	**1**
WA	1	0	**1**	0	0	**0**	0	0	**0**	**1**
ACT	2	1	**3**	6	1	**7**	0	0	**0**	**10**
NT	0	0	**0**	0	0	**0**	0	0	**0**	**0**
External territories	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Overseas	0	0	**0**	0	0	**0**	0	0	**0**	**0**
Total	**6**	**3**	**9**	**7**	**2**	**9**	**0**	**0**	**0**	**18**



Image: Adobe Stock | Cavan Images

National Oversight Plan and transition to a new oversight approach

CASA'S National Oversight Plan (NOP) establishes a clear, national framework for planning and directing regulatory oversight.

The NOP governs how CASA integrates information across all its systems, functions and activities to deliver a more strategic, risk-based and evidence-based approach to oversight at both the sector level and the operator level.

The framework comprises 6 integrated elements that together describe CASA's end to end regulatory approach:

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

Those elements operate as a connected system, with insights from each element informing the others, allowing CASA to continuously refine its understanding of safety risk, regulatory performance and industry behaviour.

As a comprehensive oversight mechanism, the NOP supports the calibration of CASA's oversight posture across all 6 elements, responding to emerging risks, trends and individual operator performance. This enables a more adaptive and proportionate regulatory response over time, rather than a static or reactive approach.

CASA is progressively transitioning to new ways of doing business as we continue to build and adapt operational, systems and data capabilities to realise the potential of the NOP.

Industry benefits include more standardised interactions with CASA, improved reporting and compliance information, and enhanced sector-wide safety education information to support continuous improvement.

Executive remuneration

Remuneration for CASA Board members is determined by the Remuneration Tribunal.

Remuneration for the Chief Executive Officer and Director of Aviation Safety is determined by the CASA Board within parameters outlined in the relevant Remuneration Tribunal determination for Principal Executive Officer Holders. Further remuneration adjustments for this position may only be made with the written consent of the tribunal.

Remuneration for other key management personnel, senior executive managers and medical officers is determined by the Chief Executive Officer and Director of Aviation Safety under section 83(2) of the *Civil Aviation Act 1988*. Adjustments to remuneration are guided by a Senior Manager and Medical Officer Remuneration Directive and a Senior Manager and Medical Officer Terms and Conditions Manual authorised by the Chief Executive Officer and Director of Aviation Safety. The directive and manual are maintained with regard to the requirements of the Australian Government's Public Sector Workplace Relations Policy.

Tables B.5 to B.7 provide details of the remuneration of CASA executives in 2025–26.



Image: Adobe Stock | Philip Schubert

Table B.5 Remuneration paid to key management personnel, 2025–26

		Short-term benefits		
Name	Position title	Base salary[a]	Bonuses	Other benefits and allowances[b]
Spence, Pip[c]	Chief Executive Officer and Director of Aviation Safety	$597,336	$0	$6,370
Crome, Philippa	Executive Manager Corporate Services	$330,389	$0	$6,370
Aleck, Jonathan[d]	Executive Adviser Special International and Regulatory Affairs	$404,374	$0	$6,370
Marcelja, Andreas	Executive Manager Stakeholder Engagement	$360,030	$0	$46,085
Sparrow, Andrew	Executive Manager Air Navigation, Transformation and Risk	$379,300	$0	$6,370
Bouttell, Matt	Executive Manager Regulatory Oversight	$323,708	$0	$17,411
Campbell, Steve	Executive Manager National Operations and Standards	$322,267	$0	$6,370
Frawley, Simon[d]	Acting Executive Manager Finance, International, Audit and Governance and Chief Financial Officer	$245,086	$0	$6,370
Rule, Joe[d]	General Counsel	$112,204	$0	$8,729
Binskin, Mark	CASA Board Chair	$135,076	$0	$6,370
Hallett, Elizabeth	CASA Board Deputy Chair	$101,325	$0	$0
Gonzalez, Felipe	CASA Board Member	$74,779	$0	$0
Korhonen, Jacqueline[e]	CASA Board Member	$41,147	$0	$0
Kille, Tarryn	CASA Board Member	$67,543	$0	$0
Verkerk, Adrian	CASA Board Member	$69,531	$0	$0
Hughes, Greg[f]	CASA Board Member	$10,869	$0	$0
Total		**$3,574,964**	**$0**	**$116,815**

Note: CASA's key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of CASA, directly or indirectly. Key management personnel include those employees who are substantively appointed to a position considered key management or those employees who have acted as a senior manager for a total of 3 months or more during the reporting period. No staff were added to this disclosure due to acting for more than 3 months. Only the period for which someone was within a key management personnel position has been included in this table, which includes part years for staff acting or staff who commenced or terminated during the year.

Each dollar amount is based on an individual's renumeration rounded to the nearest dollar. Individual remuneration for key management personnel is determined within the salary scales dependent on their experience and may process through the identified increment points based on their performance during the previous year. The Director of Aviation Safety and Board member remuneration is determined by the Remuneration Tribunal.

Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Superannuation contributions	Long service leave	Other long-term benefits		
$88,238	$39,582	$0	$0	**$731,526**
$68,360	$21,546	$0	$0	**$426,665**
$15,046	$26,104	$0	$0	**$451,894**
$55,451	$19,247	$0	$0	**$480,813**
$54,436	$19,804	$0	$0	**$459,910**
$49,761	$11,346	$0	$0	**$402,226**
$49,761	$11,346	$0	$0	**$389,744**
$50,991	$12,629	$0	$0	**$315,076**
$21,093	$18,009	$0	$0	**$160,035**
$20,802	$0	$0	$0	**$162,248**
$15,604	$0	$0	$0	**$116,929**
$11,473	$0	$0	$0	**$86,252**
$6,337	$0	$0	$0	**$47,484**
$10,386	$0	$0	$0	**$77,929**
$10,311	$0	$0	$0	**$79,842**
$1,674	$0	$0	$0	**$12,543**
$529,724	**$179,613**	**$0**	**$0**	**$4,401,116**

a. Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.
b. Other benefits and allowances include allowances that are reportable on individual payment summaries and any fringe benefits (including fringe benefits tax). Common items paid to staff within this category include car parking, on-call allowances, flexibility allowances and endorsements allowances.
c. Pip Spence was reappointed as Chief Executive Officer and Director of Aviation Safety for a further period of 2 years in May 2026.
d. During the year CASA undertook a minor restructure of its key management personnel positions. As part of this restructure, the positions of Executive Adviser Special International and Regulatory Affairs, Executive Manager Finance, International, Audit and Governance and General Counsel were created. These replaced the previous key management personnel positions of Executive Manager Legal, International and Regulatory Affairs and Chief Financial Officer. The individuals occupying these positions remained key management personnel following the restructure.
e. Indicates individuals who ceased their employment or Board appointment with CASA during the financial year.
f. Indicates individuals who commenced in an executive position or were appointed to the Board during the financial year.

Table B.6 Remuneration paid to senior managers, 2025–26

Total remuneration bands	Number of senior managers	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary[a]	Average bonuses	Average other benefits and allowances[b]	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$0 - $220,000	4	$120,131	$0	$17,787	$21,405	$2,553	$0	$0	**$161,876**
$220,001 - $245,000	1	$194,278	$0	$6,370	$15,783	$8,959	$0	$0	**$225,390**
$270,001 - $295,000	2	$231,117	$0	$6,370	$37,406	$14,245	$0	$0	**$289,138**
$295,001 - $320,000	3	$232,021	$0	$12,633	$44,577	$12,404	$0	$0	**$301,635**
$320,001 - $345,000	11	$267,101	$0	$12,645	$43,792	$10,990	$0	$0	**$334,528**
$345,001 - $370,000	3	$285,007	$0	$11,787	$44,848	$13,637	$0	$0	**$355,279**

Note: CASA senior managers are those employees who are substantively appointed to a senior management position or those employees who have acted as a senior manager for a total of 3 months or more during the reporting period. There were 2 staff who acted for longer than 3 months this year and were included as senior managers. Only the period for which someone is within a senior manager position has been included in this table, which includes part years for staff acting or staff who commenced or terminated during the year. Senior managers who were also key management personnel for part of the year have been included in this table for the period they were not considered key management personnel (one in 2025–26).

Each dollar amount is an average figure based on the headcount for the individuals within the renumeration range. Figures have been rounded to the nearest dollar.

a. Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.
b. Other benefits and allowances include allowances that are reportable on individual payment summaries, any non-salary benefits and any fringe benefits (including fringe benefits tax). Common items paid to staff within this category include car parking, on-call allowances, flexibility allowances and endorsements allowances.

Table B.7 Remuneration paid to other highly paid employees, 2025–26

Total remuneration bands	Number of other highly paid employees	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Average base salary[a]	Average bonuses	Average other benefits and allowances[b]	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
$265,000 - $270,000	8	$198,330	$0	$30,247	$34,890	$4,150	$0	$0	**$267,617**
$270,001 - $295,000	21	$189,571	$0	$31,335	$34,522	$8,253	$0	$17,403	**$281,084**
$295,001 - $320,000	10	$198,663	$0	$61,502	$40,367	$10,398	$0	$0	**$310,930**
$320,001 - $345,000	7	$210,163	$0	$68,734	$42,795	$10,604	$0	$0	**$332,296**
$345,001 - $370,000	3	$243,484	$0	$53,715	$42,828	$10,404	$0	$0	**$350,431**
$420,001 - $445,000	2	$353,945	$0	$3,635	$48,962	$20,207	$0	$0	**$426,749**

Note: Other highly paid employees are employees whose reportable remuneration was $265,000 or more for the reporting period and who are not appointed as senior managers. Each dollar amount is an average figure based on the headcount for individuals within the remuneration range. Figures have been rounded to the nearest dollar. Any employee acting for a period of 90 days or longer in a senior manager role has this portion excluded from figures presented above.

a. Base salary includes gross payments (less any bonuses) plus annual leave accrued during the reporting period.
b. Other benefits and allowances include allowances that are reportable on individual payment summaries, any non-salary benefits and any fringe benefits (including fringe benefits tax). Common items paid to staff within this category include car parking, on-call allowances, flexibility allowances and endorsements allowances.

Table B.8 Administrative Review Tribunal merits reviews of CASA regulatory decisions, 2025–26

Matters	2025–26
With the tribunal	
Applications on hand from the previous year	20
Applications lodged during the year[a]	16
Total with the tribunal	**36**
Dealt with	
Decisions affirmed	2
Decisions varied	0
Decisions set aside	2
Matters dismissed	3
Total dealt with	**7**
Other	
Applications withdrawn by the applicant	17
Applications remaining on hand at 30 June	12
Total other	**29**

Note: A single application to the tribunal often involves more than one reviewable decision. In such cases, a decision by the tribunal on a particular application may be composed of multiple decisions to affirm, set aside or vary decisions made by CASA. For that reason, some of the figures shown for matters dealt with reflect multiple outcomes arising out of a single application, and the figures shown for total dealt with do not reflect the total numbers of decisions affirmed, varied or set aside or matters dismissed.

a. A review of historical records identified discrepancies in previously reported data for applications lodged during the year. Historical figures should be interpreted with this limitation in mind.

Table B.9 Categories of CASA decisions appealed to the Administrative Review Tribunal, 2025–26

Subject of decision	Refusal to issue	Issue subject to conditions not sought by applicant for the authorisation	Cancellation/ suspension	Total
Flight crew licence (including ratings and endorsements)	0	0	1	**1**
Aviation maintenance licence or authority (including ratings)	0	0	0	**0**
Medical certificate	7	3	1	**11**
Air operator certificate	1	0	0	**1**
Certificate of approval	0	0	0	**0**
Certificate of registration or airworthiness	0	0	0	**0**
Key personnel approval	0	0	0	**0**
Maintenance controller approval	0	0	0	**0**
Exemption	0	0	0	**0**
Freedom of information	0	0	0	**0**
Remote pilot licence	0	0	0	**0**
Other matters	1	0	2	**3**
Total	**9**	**3**	**4**	**16**

Table B.10 Applications to the Federal Court for judicial review of CASA regulatory decisions, 2025–26

Matters	Filed by subject person	Filed by CASA
With the court		
Applications on hand from the previous year	0	0
Applications filed during the year	3	0
Total with the court	**3**	**0**
Dealt with		
Application granted	0	0
Matters dismissed	1	0
Total dealt with	**1**	**0**
Other		
Proceedings discontinued	0	0
Applications on hand at 30 June	2	0
Total other	**2**	**0**
Decisions arising from Administrative Review Tribunal decisions	1	0



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Table B.11 CASA's responses to coronial recommendations during 2025–26

Investigation into the death of Roger Nowland without holding an inquest
Date of coronial findings 25 November 2025

Recommendations for CASA

The coroner made 2 recommendations in total, one of which was directed to CASA. The recommendation to CASA and CASA's responses are outlined below.

Recommendation

> That CASA engage more effectively with helicopter mustering operations in the Northern Territory to ensure observance of regulatory requirements and improve safety culture, specifically, concerning the accurate recording of flight hours and compliance with scheduled maintenance requirements.

CASA Response

CASA conducts ongoing surveillance activities for helicopter mustering operators, including both scheduled surveillance events, planned in accordance with a risk-based assessment, and unscheduled surveillance initiated in response to information provided to CASA which is assessed as warranting increased oversight.

By the end of 2026, CASA will have introduced Safety Management Systems (SMS) to approximately 400 operators across the air transport and aerial work sectors. Many helicopter mustering operators fall within the air transport category and will, therefore, be required to implement an SMS to encompass their air transport operations. These requirements will not impact operators who only do helicopter mustering. However, many operators may choose to expand their SMS to cover all their operations. This is expected to lead to a significant improvement in safety culture over time.

As part of this transition, CASA will be undertaking broad communications to all operators about the value and importance of safety management systems and human factors training. It is expected that helicopter mustering operators will be exposed to these communications, which may have flow on impacts to engagement and voluntary uptake.

In parallel with this transition, CASA has also commenced targeted campaign surveillance across Northern Australia, focusing particularly on smaller helicopter operators. These events have included unannounced checks of aircraft logbooks, maintenance releases, pilot duty records and hour meter accuracy.

- During these surveillance activities, CASA has focussed on checking situations where aircraft flight hours recorded on maintenance releases were inconsistent with expected utilisation for mustering operations, as well as cases where aircraft were operated without recording any hours, with expired maintenance releases, or with required daily inspections and scheduled maintenance not carried out.
- Surveillance has also focussed on identifying non-compliance with mandatory airworthiness requirements, including overdue 50 hourly and 4 monthly inspections, operation with expired or uninspected tail rotor blades, and aircraft being flown without required post maintenance check flights.

- These targeted activities are intended to verify and enforce compliance with regulatory requirements for accurate recording of aircraft flight time and the timely completion of scheduled maintenance, both of which are fundamental to ensuring helicopter airworthiness. The activities also serve as an opportunity to engage with the industry to educate operators on the requirements and expectations of the legislation, and how these may be addressed.

CASA sponsored Farmsafe (being an association of national agencies for the promotion of farm safety) to deliver a series of information sheets on key topics with a safety focus, including mustering. Farmsafe is due to complete this work by 30 June 2026. CASA has also had increased interactions with the Northern Territory Cattleman's Association including providing a speaker to provide safety educational information at their 2025 and 2023 conferences.

CASA also engaged with the various state work safe bodies to explore potential joint initiatives to address elevated risks associated with aerial work activities. This included the Agricultural flying sector safety risk profile which was conducted in November 2024, which was attended by both Farmsafe, the Aerial Application Association of Australia, AHIA and the Northern Territory Cattleman's Association.

CASA continues to monitor compliance within the industry and identified instances of non-compliance are referred under CASA's coordinated enforcement model for investigation and possible enforcement action. In cases involving serious and/or deliberate non-compliance this includes referral to the Commonwealth Director of Public Prosecutions.

Reports from operators or the public are also important sources of information and CASA encourages people to report safety concerns through the website or 131 757.



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Appendix C: Annual report requirements

Table C.1 Reporting requirements

Legislative reference	Description	Part of report
Public Governance, Performance and Accountability Act 2013, section 46	Annual report for Commonwealth entities	Throughout
Public Governance, Performance and Accountability Rule 2014, Schedule 2A	Contents of annual report for corporate Commonwealth entities	Throughout
Civil Aviation Act 1988, section 49	Ministerial directions and notices	Part 3, Part 7
Commonwealth Electoral Act 1918, section 311A	Expenditure on advertising and market research	Part 5
Environment Protection and Biodiversity Conservation Act 1999, section 516A	Environmental sustainability and performance Commonwealth Climate Disclosure	Part 5, Part 7
Work Health and Safety Act 2011, Schedule 2, Part 4	Work health and safety	Part 4

Table C.2 Requirements of the Public Governance, Performance and Accountability Rule 2014

PGPA Rule reference	Part of report	Description	Requirement
17BE	**Contents of annual report**		
17BE(a)	Part 3	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Part 3	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Part 2	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Part 3	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Part 3	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory

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Table C.2 Requirements of the Public Governance, Performance and Accountability Rule 2014 (continued)

PGPA Rule reference	Part of report	Description	Requirement
17BE(e)	Part 3	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	Part 3	Particulars of noncompliance with: a. a direction given to the entity by the Minister under an Act or instrument during the reporting period; or b. a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Part 2	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Part 5	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with finance law and action taken to remedy noncompliance	If applicable, mandatory
17BE(j)	Part 3	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Part 3	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	Part 7	Statistics on the entity's employees on an ongoing and nonongoing basis, including the following: a. statistics on fulltime employees; b. statistics on parttime employees; c. statistics on gender; d. statistics on staff location	Mandatory
17BE(l)	Part 1 Part 7	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Part 3	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule reference	Part of report	Description	Requirement
17BE(n), 17BE(o)	Part 5	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): a. the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and b. the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	Part 5	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Part 5	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	Part 5	Particulars of any reports on the entity given by: a. the AuditorGeneral (other than a report under section 43 of the Act); or b. a Parliamentary Committee; or c. the Commonwealth Ombudsman; or d. the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	Not applicable	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory

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Table C.2 Requirements of the Public Governance, Performance and Accountability Rule 2014 (continued)

PGPA Rule reference	Part of report	Description	Requirement
17BE(t)	Part 5	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Part 3	The following information about the audit committee for the entity: a. a direct electronic address of the charter determining the functions of the audit committee; b. the name of each member of the audit committee; c. the qualifications, knowledge, skills or experience of each member of the audit committee; d. information about each member's attendance at meetings of the audit committee; e. the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Part 7	Information about executive remuneration	Mandatory

Appendix D: Progress against the Statement of Expectations

Table D.1 Requirements of the *Civil Aviation Act 1988* – Progress against the Statement of Expectations 2025–27

Minister's expectation	Summary of action taken
1. Overview	
1(a) This instrument is the Statement of Expectations for the Civil Aviation Safety Authority from 1 November 2025 to 30 June 2027. 1(b) This Statement of Expectations (SoE) applies from 1 November 2025 to 30 June 2027 and replaces the current SoE made on 13 June 2023. 1(c) This SoE serves as a notice to the Civil Aviation Safety Authority (CASA) under section 12A of the *Civil Aviation Act 1988* (the Act) and sets out my expectations on CASA's strategic direction and the manner in which it should perform its functions.	This table addresses the reporting requirements of Section 49 of the Civil Aviation Act relating to ministerial notices issued to the Board under section 12A and actions taken in response.

Table continued over the page

Table D.1 Requirements of the *Civil Aviation Act 1988* – Progress against the Statement of Expectations 2025–27 (continued)

Minister's expectation	Summary of action taken
2. Governance	
2(a) I expect the Board of CASA (the Board) and the Director of Aviation Safety (DAS) to continue to enable and enhance the effective operation of CASA as Australia's aviation safety regulator.	The CASA Board and the Director of Aviation Safety have continued to enable and enhance the effective operation of CASA as Australia's aviation safety regulator, including appropriate governance and oversight arrangements. This is evidenced through the provision of quarterly reports to the Minister against the SoE and corporate performance measures and annual performance statements as detailed in Parts 2, 3 and 5 of this report. A summary of matters discussed at each Board meeting is published within 20 business days of the date of meeting: **casa.gov.au/about-us/who-we-are/our-board/our-board-meetings#Meetingsummaries**. In accordance with the SoE, CASA notifies the Minister and the Department of forthcoming Board vacancies and identified skills requirements. CASA made 4 notifications during 2025–26. CASA's conflict of interest policy is available at **casa.gov.au/conflict-interest-policy**.
2(b) I expect the Board to be responsible for the matters set out in the Act, including CASA's strategic direction, risk management and corporate planning.	
2(c) I also expect the Board to facilitate effective interaction between CASA and all stakeholders. I expect the CASA Board to be transparent in carrying out its functions, for example by publishing on the CASA website a communique of matters discussed at each Board meeting.	
2(d) Subject to the Act, I expect the DAS, as the Chief Executive Officer (CEO) of CASA, to be responsible for managing CASA's operations, and the performance of its statutory functions, including developing and implementing effective and efficient regulatory, operational, financial, personnel and administrative activities.	
2(e) I expect CASA to keep me and the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the Department) fully informed of its activities, and to promptly advise of any events or issues that may materially impact on its operations, including through providing quarterly progress reports on adherence to its Corporate Plan and compliance with this SoE.	
2(f) I expect the Board to undertake a regular assessment of its own skills and capabilities and to advise me and the Department on any gaps or enhancements required, as well as on forthcoming Board vacancies.	
2(g) I expect the Board to manage both perceived and actual conflicts of interest, and to publish its procedures for the management of conflicts of interest on its website.	

Minister's expectation	Summary of action taken
3. Strategic direction and manner of performance	
3(a) I expect CASA to regard the safety of air navigation as the most important consideration. 3(b) I expect CASA to perform its functions in accordance with the Act, the *Airspace Act 2007* and the *Public Governance, Performance and Accountability Act 2013*, as well as all other applicable legislation. 3(c) I expect CASA to perform its functions consistent with Australia's international obligations, particularly those connected with the International Civil Aviation Organization and obligations under the Chicago Convention. 3(d) I expect CASA's resources to be used in a proper manner, following best practice principles and guidelines. 3(e) I expect that the conduct and values of CASA's Board and staff will be consistent with those of the Australian Public Service. 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. 3(g) I expect CASA to keep me informed about its public submissions, media releases, major speeches and other details for which the Government is accountable to the Parliament and the community. I further expect CASA to cooperate with Parliamentary Committees and other Commonwealth public accountability mechanisms. 3(h) I expect CASA to fully consider the impact of new regulations on general aviation, and rural and remote regions. 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.	Aviation safety remains the primary consideration in the conduct of CASA's activities. This includes compliance with applicable legislation, meeting Australia's international obligations, maintaining effective governance and accountability arrangements, managing resources in line with strategic priorities, and applying CASA's regulatory philosophy to regulatory development and implementation. Further information on these activities, including intragovernmental engagement, performance, stakeholder consultation and accountability mechanisms, is provided in Parts 2, 3 and 5 of this report. Our regulatory approach is underpinned by our regulatory philosophy available at **casa.gov.au/about-us/who-we-are/our-regulatory-philosophy**.

Table continued over the page

Table D.1 Requirements of the *Civil Aviation Act 1988* – Progress against the Statement of Expectations 2025–27 (continued)

Minister's expectation	Summary of action taken
4. Key initiatives	
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.	All proposed regulations released during 2025–26 were subject to industry and stakeholder consultation. No draft regulations were submitted to the Minister without prior consultation. Further information on consultation activities and proposed regulations is provided in Part 2 of this report.
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.	The forward regulatory program was provided to the Minister as part of CASA's draft Corporate Plan 2026–27 provided on 6 July 2026.
4(c) work with Airservices Australia (Airservices) and the Department of Defence to develop and implement the OneSKY project, through timely approval and certification, in addition to the continuing regulatory oversight of Australia's existing air traffic management system.	We continued to provide regulatory advice for the OneSKY project through ongoing engagement with Airservices Australia and the Department of Defence. This included oversight of Airservices Australia's Air Traffic Management System to support regulatory compliance and aviation safety.
4(d) work with the Department and Airservices to facilitate the integration and expansion of Remotely Piloted Aircraft Systems (RPAS) and Advanced Air Mobility (AAM) operations in Australian airspace by providing proportionate and fit-for-purpose regulatory oversight of the safety aspects of emerging aviation operations.	We continued to work with the Department, Airservices Australia and industry to support key Australian Government initiatives for RPAS and AAM, including implementation of the National Aviation Authorities Network Roadmap for AAM Aircraft Type Certification in collaboration with Canadian, New Zealand, United Kingdom and United States aviation authorities. Activities included consultation on draft regulations, publication of advisory circulars and instruments, and coordination of the biannual RPAS and AAM Strategic Regulatory Roadmap webinar and biannual technical working group meeting.
4(e) provide regulatory oversight for major aerodrome infrastructure projects, including significant new runway projects, as well as advising me and the Department on leased federal airport developments.	During 2025–26, we commenced engagement with the Department on the exposure draft Major Development Plan for a new runway at Melbourne Airport. We continued engagement with Western Sydney Airport Corporation in preparation for initial operations in July 2026 and held discussions with Adelaide, Brisbane and Perth Airports for various proposed projects.

Minister's expectation	Summary of action taken
4. Key initiatives	
4(f) apply sufficient resources to the regulatory oversight of the development of Western Sydney International (Nancy-Bird Walton) Airport and associated airspace, noting the Government's stated intent of having the airport open to traffic in 2026.	Throughout 2025–26, we continued engagement with Western Sydney Airport Corporation, Airservices Australia and Defence on regulatory approvals and airspace changes supporting the commencement of operations at Western Sydney International Airport. On 29 June 2026, we issued the Part 139 aerodrome certificate to Western Sydney Airport Corporation and airspace changes were published in readiness for implementation on 9 July 2026.
4(g) share safety information consistent with the Safety Information Policy Statement agreed with the Australian Transport Safety Bureau (ATSB).	See Part 3 – Intragovernmental engagement for further information on the cooperation between CASA and the ATSB.
4(h) work with the Australian Space Agency to advance Australia's space policies and industries.	We continued to engage with the Australian Space Agency on space launch and recovery activities including launch approvals, airspace risk assessments, and matters relating to launch operations and space debris affecting Australian-administered airspace.
4(i) Continue to work closely with the Department to develop options to address CASA's long-term financial sustainability for Government's consideration.	In the 2026–27 Federal Budget, CASA received authority to implement annual VH aircraft registration, regulatory fee modernisation and indexation of the Unmanned Aircraft Levy applicable to certain RPAS. During 2025–26, we progressed consultation materials to support implementation of these measures and continued to work with the Department on options for long-term sustainability.
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.	Further details on how we worked with the Department to pursue various mutual recognition and bilaterial arrangements with foreign jurisdictions can be found in Parts 2 and 3 of this report.

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Table D.1 Requirements of the *Civil Aviation Act 1988* – Progress against the Statement of Expectations 2025–27 (continued)

Minister's expectation	Summary of action taken
4. Key initiatives	
4(k) Deliver Aviation White Paper initiatives for which CASA holds responsibility including to: i. support the development and implementation of Australia's Uncrewed Traffic Management (UTM) ecosystem, as outlined in the UTM Action Plan and other relevant policies ii. prepare a new framework for Australian airspace in 2026, the Australian Future Airspace Framework, which will establish an evidence and risk-based approach to Australian-administered airspace architecture iii. work with Geoscience Australia and Airservices Australia to implement satellite-based augmentation systems in the aviation environment iv. deliver skills and licensing initiatives to streamline training and accreditation pathways for the aviation workforce including licensed aviation maintenance engineers.	During 2025–26, we: i. continued to provide regulatory support to Airservices Australia for the introduction of the Strategic Flight Information Management System as part of ongoing actions from the UTM Action Plan ii. continued to refine the Australian Future Airspace Framework iii. worked with Geoscience Australia and Airservices Australia to support the implementation of the Satellite-Based Augmentation System for Australia and New Zealand, branded as SouthPAN, by 2020–30, including hosting the 8th meeting of the Ground-Based Augmentation Systems / Space-Based Augmentation Systems Implementation Task Force iv. made a new regulation for CASR Part 66 (Aircraft maintenance engineer licence) to enable the removal of exclusions issued against maintenance licences via the CASA self-study pathway once the required training and experience has been completed.
4(l) apply sufficient resources to the Office of the Industry Complaints Commissioner within CASA and give due consideration to all findings and recommendations made by that Commissioner.	During 2025–26, the Office of the Industry Complaints Commissioner remained sufficiently resourced and continued to report to the Board on the status of all complaints received, and their resolution including any recommendations made. Further details on complaints received and resolved are outlined in Part 5 of this report.
4(m) undertake regular surveillance activities pursuant to section 9(1)(f) of the Act and provide regular summaries of surveillance activities to me and the Department.	The performance of surveillance activities can be found in Part 2 of this report.

Minister's expectation	Summary of action taken
5. Stakeholder engagement	
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. 5(c) work closely with the Department and other agencies, including the ATSB, Airservices and the Department of Defence, to deliver integrated and comprehensive safety advice to Government, the aviation industry and the community. 5(d) proactively provide information, assistance and advice to Government agencies for policy formulation, implementation activities and regulation purposes.	During 2025–26, we prioritised engagement with key stakeholders including the Department, the ATSB, Airservices Australia, the Department of Defence and the aviation community. Details can be found in Parts 2 and 3 of this report.
6. Productivity	
In line with the Government's commitment to improving Australia's productivity performance, CASA will keep you informed of our productivity initiatives related to reducing regulatory burden, reducing regulatory cost, risk-based approach to fostering new technology and taking advantage of international developments and global best practice. CASA will provide you with quarterly updates on progress via the associated expectations or corporate performance measures.[a]	During 2025–26, we continued to reduce regulatory burden by supporting general aviation and improving service delivery. We implemented measurable actions under the General Aviation Workplan, including reforms to regulatory arrangements for light aircraft, and made consistent progress against these commitments. We also enhanced delivery of core regulatory services and continued to support emerging aviation technologies through a risk-based approach, including harmonising certification standards for AAM. In addition, we leveraged international developments and global best practice through ongoing engagement in international forums. Further information is provided in Parts 2 and 3 of this report.

a. This undertaking was made in the *CASA Statement of Intent 2025–27*.

Appendix E: Commonwealth Climate Disclosure

This appendix provides a cross-reference to CASA's climate-related disclosures against the Commonwealth Climate Disclosure Policy requirements applicable for the 2025–26 reporting period. The table identifies where relevant disclosures can be found within the annual report.

Table E.1 Commonwealth Climate Disclosure reporting requirements

Core requirement	Overview	Part of report
G0	**Governance objective**	**Achieved through G1**
G1(a)	Identify accountable authority	Part 3 – CASA Board Part 5 – Climate governance
G1(a)(i)	Responsibilities of accountable authority	Part 5 – Climate governance
G1(a)(ii)	Skills and competencies	Part 3 – CASA Board Part 5 – Climate governance
G1(a)(iii)	Informing accountable authority	Part 3 – CASA Board Part 3 – Board Audit and Risk Committee Part 5 – Climate governance
G1(a)(iv)	Strategy and risk management	Part 3 – CASA Board Part 3 – Risk management Part 5 – Environmental sustainability and performance
G1(a)(v)	Setting targets	Part 5 – Environmental sustainability and performance
G1(a)(vi)	Risk oversight	Part 3 – Board Audit and Risk Committee Part 5 – Climate governance
G1(b)	Controls and procedures	Part 3 – Risk management Part 5 – Climate governance
G2(a)	Regard to Climate Risk and Opportunity Management Program (CROMP) approach	Part 5 – Climate risk management
G2(b)	Alignment with other policies	Part 3 – Risk management Part 5 – Environmental sustainability and performance

Core requirement	Overview	Part of report
S0	**Strategy objective**	**Achieved through S1**
S1(a)	Material information on climate risks and opportunities	Achieved through S2–S3
S1(b)	Operational model effects	Achieved through S4
S2(a)	Progressive implementation schedule	Part 5 – Climate strategy
S2(b)	Physical and transition risks	Part 5 – Climate strategy
S2(c)	Time horizon specification	CASA's CROMP does not define or list time horizons. As CASA's environmental policies and procedures mature, future iterations of the CROMP and Emissions Reduction Plan will have short-, medium- and long-term timeframes defined and incorporated so they can be reported on specifically.
S2(d)	Time horizon definition	
S3(a)	CROMP or alternative methodology	Part 5 – Environmental sustainability and performance Part 5 – Climate risk management
S4(a)	Current and anticipated effects on operational model	Part 5 – Climate strategy
S4(b)	Concentration of effects	Part 5 – Climate strategy

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Table E.1 Commonwealth Climate Disclosure reporting requirements (continued)

Core requirement	Overview	Part of report
R0	**Risk management objective**	**Achieved through R1**
R1(a)		
R1(a)(i)	Risk assessment inputs and parameters	Part 5 – Climate risk management
R1(a)(ii)	Nature, likelihood and magnitude of effects	Part 5 – Climate strategy
R1(a)(iii)	Prioritising climate-related risks	Part 3 – Risk management
R1(a)(iv)	Managing climate-related risks	Part 5 – Climate risk management
R1(a)(v)	Monitoring climate-related risks	Part 5 – Climate risk management
R1(a)(vi)	Changes to risk management processes	Part 5 – Climate risk management
R1(b)	Risk management processes	Part 5 – Climate strategy
R1(c)	Integration of processes	Part 3 – Risk management Part 5 – Climate risk management
R2(a)	CROMP	Part 5 – Climate risk management
M0	**Metrics and targets objective**	**Achieved through M1**
M1	Information on greenhouse gases	Achieved through M3 Achieved through M5–M9
M3	Climate-related metrics	Part 5 – Emissions reporting
M5	Climate-related targets	Part 5 – Environmental sustainability policy
M6	Approach to reviewing and monitoring targets	Part 5 – Environmental sustainability policy
M8	Target scope	Part 5 – Environmental sustainability policy
M9	Voluntary and obligatory targets	Part 5 – Environmental sustainability and performance While CASA is aligning its emissions reduction targets with the APS Net Zero by 2030 targets, it is not opting into the target.



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Abbreviations list

AAPS	Australian Airspace Policy Statement
ADS-B	Automatic Dependent Surveillance-Broadcast
AI	artificial intelligence
AIG	Aviation Implementation Group
AME	aircraft maintenance engineer
AMSA	Australian Maritime Safety Authority
AOD	alcohol and other drugs
APG	Aviation Policy Group
ART	Administrative Review Tribunal
ASAP	Aviation Safety Advisory Panel
ATSB	Australian Transport Safety Bureau
BARC	Board Audit and Risk Committee
BoM	Bureau of Meteorology
CAN	CASA Abilities Network
CASA	Civil Aviation Safety Authority
CASR	Civil Aviation Safety Regulations 1998
CAT	commercial air transport
CATSIEN	CASA Aboriginal and Torres Strait Islander Employee Network
CCD	Commonwealth Climate Disclosure
Chicago Convention	*Convention on International Civil Aviation*
CMA	Continuous Monitoring Approach
Defence	Department of Defence
Department, the	Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
DFAT	Department of Foreign Affairs and Trade
E&IO	Ethics and Integrity Officer
EAP	Employee Assistance Program
FAA	Federal Aviation Administration
FTE	full-time equivalent
GEN	Gender Equity Network
GST	goods and services tax

Home Affairs	Department of Home Affairs
ICAO	International Civil Aviation Organization
ICC	Industry Complaints Commissioner
LAME	licensed aircraft maintenance engineer
LIRA	Legal, International and Regulatory Affairs Division
LSA	light sport aircraft
MOSAIC	Modernization of Special Airworthiness Certification
MoU	memorandum of understanding
MPB	Major Programs Board
NOP	National Oversight Plan
NSSP	National Surveillance Selection Process
PCSC	People and Culture Sub-Committee
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RPAS	remotely piloted aircraft systems
SARPs	standards and recommended practices
SoE	Statement of Expectations
SoI	Statement of Intent
TMG	Tripartite Management Group
Tripartite MoU	*Memorandum of Understanding in relation to arrangements for Australia's participation in the International Civil Aviation Organization*
TWG	technical working group
UAV	uncrewed aerial vehicle
UK	United Kingdom
UK CAA	United Kingdom Civil Aviation Authority
USA	United States of America
USOAP	Universal Safety Oversight Audit Program
WGEA	Workplace Gender Equality Agency
WHS	work health and safety
WHS Act	*Work Health and Safety Act 2011*

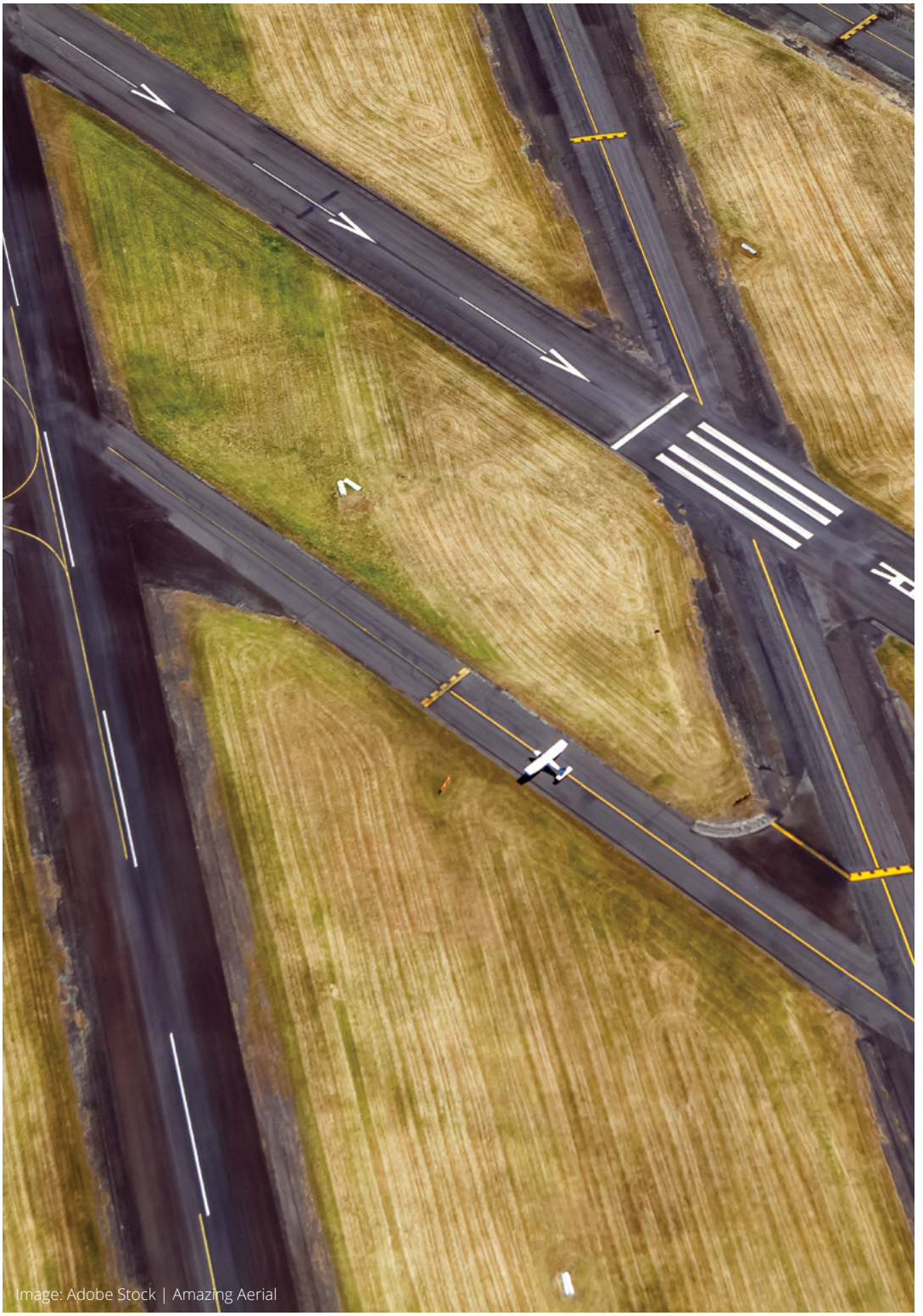


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