



Australian Government
Civil Aviation Safety Authority

Corporate Plan 2024-25



Acknowledgement of country

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



James Baban
Our Way, 2019

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About this Corporate Plan

The Corporate Plan presents CASA's direction for the period 2024–25 to 2027–28. It is designed as the principal planning and operational document outlining the purposes of CASA and the strategies to be implemented to achieve our objectives. The Corporate Plan details how CASA will meet the aviation safety expectations of the Australian Government and the Australia public. The Corporate Plan positions CASA to contribute to the effective and efficient management of aviation safety risks and to improve relationships with the wider aviation community within a strong governance framework.

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Chair's foreword



Everyone at CASA recognises that engagement with the aviation community is critical to ensuring the sector in Australia remains safe as well as efficient.

Good communication benefits everyone and means we're all on the same page when it comes to maintaining Australia's global safety reputation and a vibrant, evolving industry.

It will continue to be a strong focus for the CASA Board through the organisation's daily interactions and targeted activities such as educational and awareness campaigns.

The Board will continue to engage directly with the aviation community and visit stakeholders to hear their perspective, discuss concerns and familiarise ourselves with the sector's diverse operations.

We've heard that transparency is critical and CASA is continuing to make improvements in how and why decisions are made. This includes the continual development of CASA's protocol suite which is designed to help ensure regulatory decisions are consistent and using a standard approach.

Explaining how and why decisions are made are front and centre in CASA's regulatory philosophy – we are committed to being safe, flexible and fair.

It was these principles and a focus on safety that prompted CASA to expand the timetable for the transition to the flight operations regulations and to fine-tune regulatory services by returning some functions to local offices.

We will continue to listen as we seek to foster our understanding of industry pressures. This will help to better define what we're seeking to achieve as we develop objectives and strategies.

We also support CASA's senior leadership team as it moves ahead with key initiatives to support the general aviation (GA) industry, safely reduce unnecessary regulatory burdens and reduce costs where possible.

The GA Workplan has already delivered benefits in areas such as improved pilot licensing rules, streamlined maintenance arrangements and simplified medical requirements.

This includes the unprecedented flexibility provided to private pilots through the introduction of Class 5 self-assessed medicals and Civil Aviation Safety Regulations (CASR) Part 66 modular licensing reforms making it easier for licensed aircraft maintenance engineers to start work. The GA Workplan will be reviewed and updated in the coming months.

On the international front, CASA is working with the International Civil Aviation Organization (ICAO), co-operating with safety authorities in our region and keeping a close eye on what fellow organisations are doing.

The coming year will see the release of the Australian Government's Aviation White Paper and, like everyone in aviation, we will be looking closely at what it means for CASA and how best we can support the objectives of the White Paper.

In addition to a strong commitment to maintaining Australia's aviation record, we expect an emphasis on the new technologies that are sweeping through the industry.

The relentless pace of technological change – Airservices Australia predicts there will be 60 million drone flights annually by 2043 – will challenge everyone in the industry in terms of training, resources and how some services, including CASA's, are sustainably funded.

This is something already on our doorstep, with some applications and initiatives well advanced in Australia and overseas. To ensure it is well placed to meet the challenge of this rapid technological change, CASA is collaborating and sharing information with international regulators.

Finally, artificial intelligence (AI) has moved from the realm of science fiction to become the hot topic of 2024 and it's easy to see how it might benefit aviation in areas such as improved airport traffic flow, predictive aircraft maintenance or focused customer service.

CASA is among the many aviation authorities worldwide looking at this new technology and our expectation is that it will help take what is already the safest mode of passenger transportation to a new level.

This Corporate Plan outlines CASA's objectives and priorities in 2024–25 as we work to ensure aviation in Australia is safe, viable and dynamic. Whether in surveillance, regulation or policy-making, the push for transparency, consistency and engagement will continue.



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

Director's preface



CASA's Corporate Plan outlines our organisation's key priorities for the period ahead.

Importantly, it also helps situate these priorities in the broader government and industry context.

Our primary focus will always be maintaining our strong record of aviation safety; however, the Government's Aviation White Paper will set out a broader agenda which we will play our role in implementing. Similarly, issues that we have been focusing on over the last 12 months will continue to be significant drivers of our future work, including:

- Flight Operations Regulations (FOR) – supporting industry's transition to the new regulations, and the resulting safety benefits
- National Oversight Plan (NOP) – helping to embed our approach to risk-based surveillance
- Licensed Aviation Maintenance Engineers (LAMES) – looking at options to streamline arrangements for LAMES with foreign qualifications and experience to work in Australia as part of our efforts to address skills shortages in the industry

- GA Workplan – conducting a refresh of the GA Workplan to look at further opportunities to remove unnecessary red tape while maintain safety standards
- core regulatory service delivery – continuing to implement a range of strategies to respond to industry concerns about the timeliness and transparency of regulatory service delivery. This includes making sure we can provide the services necessary to respond to the growth in new technology, as the use of drones transitions from 'novel to normal'
- workforce and quality assurance – implementing our strategic workforce plan and quality assurance framework so that we can maintain a highly skilled, adaptable workforce and meet CASA's broader objectives.

CASA will continue to take into account the impact that the COVID-19 pandemic had on the aviation sector. While commercial passenger and capacity volumes appear to have stabilised at around 94% of their 2019 levels, Airservices Australia is still in the process of rebuilding the workforce necessary to provide appropriate levels of service to the sector.

We also have a key role in supporting the opening of the Western Sydney International (Nancy-Bird Walton) Airport in 2026. It is rare that such an economically significant piece of infrastructure is launched. After decades of public discussion, CASA will need to be well prepared to ensure the necessary safety and regulatory approvals are managed smoothly in the lead up to services commencing.

While the list of activities might seem daunting, we are equally focused on how we operate. Our commitment is that first and foremost we are safety focused. However, we must always be engaged with industry, work collaboratively and be transparent in our decision making.

With changes in technology and the aviation landscape, as a regulator, we too must adapt and transform with it. We need to ensure that we are innovative in the way we engage with and regulate industry whilst being true to our regulatory philosophy.

The way of working that I have no wish to change is the dedication that is consistently displayed by CASA staff. I am reminded daily of the commitment that our team shows when working towards our goal – safe skies for all.

I look forward to leading our organisation to work towards this vision by delivering on the priorities outlined in this Corporate Plan.



Pip Spence PSM

Chief Executive Officer and
Director of Aviation Safety



image: Civil Aviation Safety Authority

Safe skies for all



1

Part One

Introduction

Introduction

As the Chair of the Board of the Civil Aviation Safety Authority (CASA), I present the 2024–25 to 2027–28 CASA Corporate Plan for the reporting period 2024–25, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 44 of the *Civil Aviation Act 1988*. The Corporate Plan incorporates the Minister's Direction issued under section 12A of the *Civil Aviation Act 1988* and is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



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

Vision

Safe skies for all

Mission

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

Our purpose

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

The main objective of the *Civil Aviation Act 1988* 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 1988*, CASA's key function is to conduct the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory.

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

While the safety regulation of civil aviation remains our primary function, CASA also provides safety-focused education and training programs.

This Corporate Plan details the key activities, performance measures and targets to be undertaken to meet these expectations.



Regulation

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



Safety

CASA conducts the safety regulation of civil air operations in Australian territory and the operation of Australian aircraft outside Australian territory.

In furtherance of its safety-related functions under the Civil Aviation Act, CASA provides safety-focused education and training.



Airspace Classification

CASA has responsibility for classifying Australian administered airspace and determining the services and facilities provided by approved air navigation service providers, having regard to the efficient use of, and equitable access to, Australian administered airspace.




Civil Aviation Act 1988

Airspace Act 2007



image: Civil Aviation Safety Authority

CASA's outcome, objectives and key activities

 <p>Outcome</p>	<p>Maximise aviation safety through a regulatory regime, detailed technical material on safety standards, comprehensive aviation industry oversight, risk analysis, industry consultation, education and training</p>				
 <p>Objectives</p>	<p>Maintain and enhance a fair, effective and efficient aviation safety regulation system</p>		<p>Collaborative engagement with the aviation industry and wider community to promote and support aviation safety</p>	<p>Continuous improvement of organisational performance</p>	
 <p>Key Activities</p>	<p>Regulation, oversight and assurance</p>	<p>International compliance and engagement</p>	<p>Safety standards and State Safety Program</p>	<p>Stakeholder engagement and service delivery</p>	<p>Workforce, information and risk management</p>

Minister's Statement of Expectations and Regulator Statement of Intent

As a regulator, CASA receives guidance from the Australian Government through a Ministerial Statement of Expectations (SoE). The Statement is issued by the Minister responsible for Infrastructure, Transport, Regional Development and Local Government, The Hon Catherine King MP.

The Minister's SOE was issued to CASA in 2023 and covers the period 1 July 2023 to 30 June 2025.

The SoE provides greater clarity about government policies and objectives relevant to CASA's statutory objectives and how we conduct our operations.

The SoE outlines CASA's obligations in relation to:

Governance: This section of the SoE outlines expectations in relation to the operation of the CASA Board and the Director of Aviation Safety / Chief Executive Officer.

Strategic direction and manner of performance: This section of the SoE outlines CASA's obligations to:

- regard the safety of air navigation as the most important consideration
- perform our functions in accordance with all relevant legislation and use its resources in a proper manner.

Key Initiatives: This section of the SoE outlines a number of initiatives for CASA in relation to:

- its regulatory functions, including consulting with industry on the development of regulations and considering the impacts of regulations
- its obligation to work collaboratively with multiple agencies across Government
- its role in educating the aviation community on aviation safety and undertaking surveillance activities to ensure aviation safety.

Stakeholder engagement: In this final section the SoE articulates CASA's obligations to engage clearly, transparently and regularly with stakeholders, Government and the aviation community and work closely with the Department of Infrastructure, Transport, Regional Development, Communication and the Arts, the Australian Transport Safety Bureau, Airservices Australia and the Department of Defence, as they constitute key components of Australia's aviation safety framework, each with distinctive functions.

Working together is important to ensuring the success of a safe and nationally integrated aviation environment.

CASA responds to the SoE with a Regulator Statement of Intent (SoI) that sets out how we will deliver on the Government's expectations.

For a copy of CASA's Statement of Expectations and Intent go to: casa.gov.au/resources-and-education/publications-and-resources/corporate-publications/casa-statement-intent-2023-2025#overview



image: Civil Aviation Safety Authority



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Part Two

Operating context

Aviation context

Over the last few years, Australia's aviation industry has navigated through unprecedented challenges due to the global COVID-19 pandemic. Despite strong signs of a quick recovery in traffic and passenger numbers, some of the pandemic's outcomes, such as the workforce impacts, will have longer term consequences. Coupled with a broader skills shortage, it is important that CASA does its part in both overseeing the aviation sector to support the primacy of safety as well as looking to how our regulatory system can encourage and support new licence holders, such as aircraft maintenance engineers and pilots.

The last few years have also seen some significant changes in the market. We are seeing a growth of regional operators, significant fleet renewal programs and operators looking at their own business models and how to adjust to these changing demands and requirements. We're also looking ahead to a major new airport coming online in 2026.

We remain committed to supporting industry to stay safe through what is likely to continue to be a period of growth and innovation. Key trends include a focus on sustainable aviation practices, adoption of digital technologies in all aspects of aviation, and investments in modernising infrastructure and fleets, all

while maintaining the airspace ecosystem and upholding safety as the number one priority.

We've seen the Remotely Piloted Aircraft Systems (RPAS) sector continue to evolve, not only with new entrants but also in terms of how drones are being used by existing operators. Operators of what we used to call 'new technology' now exceed traditional operators in both individual pilots and operating certificates, and the use of this technology is here to stay.

We also expect to see continued advancements in advanced air mobility (AAM), with work underway on type certification for the first Australian-made AAM aircraft. Increases in automation are also likely to continue.

As an organisation, we need to ensure that we are innovative in the way we engage with and regulate industry whilst being true to our regulatory philosophy. Collaboration between all industry stakeholders will be essential to safe developments and growth of the sector, with industry all working together to achieve safety.

More information about CASA's regulatory philosophy can be found in appendix 1 on page 38 or at casa.gov.au/about-us/who-we-are/our-regulatory-philosophy



image: Adobe Stock | Sky Antonio



image: Adobe Stock | kossmoss



image: Civil Aviation Safety Authority

Regulatory development

CASA created a forward regulatory development program, following consultation with industry. Our program gives industry a consolidated and transparent view of what regulatory changes activities we are considering. The program helps industry leaders with their decision-making and provides some certainty and visibility of our intentions.

The regulatory program looks at all planned or anticipated regulatory change and development activities for 2–3 years. CASA seeks input on current and future regulatory changes and associated policy approaches through advisory bodies such as the Aviation Safety Advisory Panel and associated Technical Working Groups and through our Consultation Hub. We are committed to working cooperatively with the aviation industry and community to maintain and enhance aviation safety.

Safety is a complex topic that generates passionate industry feedback and delivers valuable lessons. Being open to reviewing how things went, learning from those lessons and remaining flexible are crucial components of both our regulatory philosophy and our approach to transitioning to the FOR we introduced more than two years ago. As we work our way through the third year of phasing in the new rules, we remain committed to realizing the safety improvements they promise.

We are working to ensure that industry transition fully to the new FOR – Parts 91 (General operating and flight rules), 119 (Air transport operators, certification and management), 121 (Larger aeroplanes), 133 (Rotorcraft), 135 (Small aeroplanes) and 138 (Aerial work) by working with industry to assist them to meet their obligations in relation to training and checking systems, rotorcraft performance, human factors and non-technical skills training and safety management system implementation.

Transitional arrangements will again offer flexibility to industry in appropriate circumstances. The legislative and industry transition is expected to continue for several years.

Our regulatory development program will introduce Part 43 (general aviation maintenance) and amendments to Part 92 (Dangerous goods).

When drafting capacity becomes available at the Office of Parliamentary Counsel (OPC) and stakeholder engagements are complete, we will progress amendments to update CASR Part 101 (Unmanned Aircraft and Rockets), and to make miscellaneous adjustments to the FOR and flight crew licensing scheme.

Finally, we are working with industry to settle, the Manual of Standards (MOS) for Part 103 (Sport and Recreation Aircraft), and to transition the ballooning industry to the recently completed Part 131 (Balloons and Hot Air Airships MOS).

CASA's complete forward regulatory program is available at casa.gov.au/resources-and-education/publications-and-resources/corporate-publications/forward-regulatory-program



image: Civil Aviation Safety Authority

Stakeholder context

CASA will continue to ensure the decisions we make deliver outcomes that are safe, fair, effective, proportionate, timely, transparent, and compliant with applicable legal requirements. CASA is committed to ensuring our actions are consistent with the principles reflected in our regulatory philosophy and recognises that maintaining strong and constructive relationships with stakeholders is fundamental to this commitment.

CASA values the benefit of regular interaction with a highly engaged aviation sector. We are conscious that our actions have an impact on livelihoods, recreational activity and business interests and the travelling public. CASA is committed to building and maintaining collaborative and cooperative relationships with industry in ways that maintain the trust and respect of the travelling public and the wider aviation community.

CASA appreciates that the Australian aviation community seeks a flexible, pragmatic, practical, proportionate, and multidimensional approach to the regulation of aviation safety.



image: Civil Aviation Safety Authority

Industry oversight

We are moving to improve and better coordinate our industry oversight. These changes will help ensure our oversight enhances safety and better complies with International Civil Aviation Organization (ICAO) and Australian legislative requirements.

We are rolling out the new National Oversight Plan (NOP), which has been developed to increase the efficiency and efficacy of oversight by bringing together existing activities. This allows us to move towards a risk-based surveillance program in line with recommendations by the Australian National Audit Office.

The update to the NOP contains 6 elements of oversight which link to ICAO critical elements:

- issuing initial approvals
- operational change approval
- compliance assurance
- compliance reporting
- regulatory improvement
- resolution of safety issues.

Once implemented, the NOP will align with CASA's strategic focus and will aid in strengthening aviation and regulatory compliance. Advantages of the new system include more effective reporting that will help us develop an oversight history of individual operations and the sectors in which they operate, provide an assurance of good governance and promote continuous improvement. Data collected from the NOP will be analysed, shared and used to inform future decisions based on risk and inform educational programs for industry.
















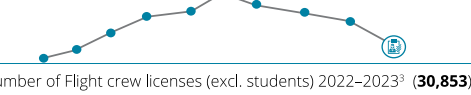

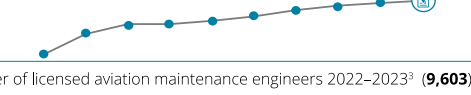






image: Civil Aviation Safety Authority

Over the horizon

Our emerging aviation technologies program strives to support the safe and timely integration of emerging aviation technologies and systems into Australia's airspace and civil aviation regulatory framework. The program complements the Australian Government's National Emerging Aviation Technologies Policy Statement and we're working with relevant agencies and industry on:

- development of an air traffic management system, including working closely with the Australian Government and industry partners on an uncrewed air traffic management (UTM) system that will integrate uncrewed aircraft with crewed aviation, ensuring safe, equitable and efficient use of airspace as the volume of RPAS and AAM activities increase
- streamlining regulatory services for increasingly common and standardised RPAS operations, including operations over or near people which facilitates the expanding scope of safe activities that bring key benefits to the Australian economy, and simplifying operational approvals for emergency services to ensure the needs of the community can be better met through emerging technologies
- continuing to collaborate with international regulatory authorities in relation to type certification and production standards for advanced air mobility aircraft and RPAS and contributing to discussions on harmonised international standards
- continuing to collaborate with Australian, state and territory government agencies on establishing operating standards for vertiports
- developing expertise to increase our contributions to standards for capabilities that enable emerging aviation technologies, such as cybersecurity, software assurance and digitalisation
- maintaining our research activities to remain up to date with the state of emerging technologies and implementing a business planning approach to ensure that CASA prepares for emerging aviation technologies in line with community and industry expectations.

Table 1. Summary of areas of change in CASA's operating environment

Number of:	10 yearly average	10 year trend (New)
 Registered aircraft (VH registered)	15,637	 Number of registered aircraft (VH registered) 2022–2023 ³ (16,279)
 Domestic passengers ¹	50,675,201	 Number of domestic passengers 2022–2023 ³ (55,294,455)
 International passengers ¹	29,202,349	 Number of international passengers 2022–2023 ³ (29,786,689)
 Remotely piloted aircraft operator certificates	1,411	 Number of remotely piloted aircraft operator certificates 2022–2023 ³ (2,596)
 Domestic commercial flights ¹	565,329	 Number of domestic commercial flights 2022–2023 ³ (595,118)
 International commercial flights ¹	155,507	 Number of international commercial flights 2022–2023 ³ (150,684)
 Flight crew licenses (excl. students)	32,573	 Number of Flight crew licenses (excl. students) 2022–2023 ³ (30,853)
 Licensed aviation maintenance engineers ²	8,953	 Number of licensed aviation maintenance engineers 2022–2023 ³ (9,603)
 Sport aviation participants ³	28,931	 Number of sport aviation participants 2022–2023 ³ (22,250)
 Sport and recreational pilots ³	19,487	 Number of sport and recreational pilots 2022–2023 ³ (15,602)
 Sport and recreational aircraft ^{3,4}	7,063	 Number of sport and recreational aircraft 2022–2023 ³ (8,312)

● Trend of registered aircraft between 2013–2023.

1. Bureau of Infrastructure, Transport and Regional Economics Aviation Statistics.

2. Number of current licenses – not all licensed aviation maintenance engineers actively work in the industry.

3. The 2022–23 numbers have been adjusted to correct a reporting error in the 2023–24 Corporate plan.

4. For the years 2018–21, the reported number of aircraft only included registered aircraft and did not include para-gliders and hang gliders.

Note: Actual figures from 2022–23. Figures from 2023–24 are not yet available. Numbers are correct at the time of publication.

Financial environment

The Government handed down its 2024–25 Budget on 14 May 2024.

For 2024–25, CASA has budgeted for expenses totaling \$217.4 million, including 832 Average Staffing Level to meet our obligations under the *Civil Aviation Act 1988*.

CASA receives revenue from 3 major sources: a 3.556 cents per litre excise on aviation fuel consumed by all domestic aircraft (all of which is provided to CASA); a Government annual appropriation; and regulatory services fees and levies. Whilst CASA conducts surveillance and regulatory oversight of RPAS, aerodromes and international carriers, these do not contribute to the fuel excise funding model.

CASA’s current funding arrangements remain in place and will continue to be monitored as the aviation industry transitions during the recovery phase from the pandemic.

On the next page is an extract of CASA’s budgeted comprehensive income statement for 30 June 2025 – reference Table 3.1 of the 2024–25 Portfolio Budget Statements.



image: Adobe Stock | ipopba

Table 2. Extract of CASA's budgeted comprehensive income statement

	2024-25 Budget \$'000	2025-26 Forward estimate \$'000	2026-27 Forward estimate \$'000	2027-28 Forward estimate \$'000
EXPENSES				
Employee benefits	148,675	155,378	161,767	168,210
Suppliers	43,991	50,531	51,810	45,493
Depreciation and amortisation	22,868	22,500	23,842	23,045
Finance costs	1,904	1,767	1,614	1,453
Total expenses	217,438	230,176	239,033	238,201
LESS:				
OWN-SOURCE INCOME				
Own-source revenue				
Sale of goods and rendering of services	12,500	12,500	12,500	12,500
Interest	3,880	2,470	1,240	170
Other	1,000	1,000	1,000	1,000
Total own-source revenue	17,380	15,970	14,740	13,670
Net (cost of)/contribution by services	(200,058)	(214,206)	(224,293)	(224,531)
Revenue from Government	170,494	199,497	203,830	207,868
Surplus/(deficit) attributable to the Australian Government	(29,564)	(14,709)	(20,463)	(16,663)
Total comprehensive income/(loss)	(29,564)	(14,709)	(20,463)	(16,663)
Total comprehensive income/ (loss) attributable to the Australian Government	(29,564)	(14,709)	(20,463)	(16,663)

Forward years

CASA is budgeting for an operating deficit in 2024–25 of (\$29.6 million) and operating deficits across the forward estimates, due to the appropriation funding provided through the Australian Airline Financial Relief package ceasing at the end of 2023–24. CASA will draw on its retained surpluses and cash and investment reserves to ensure ongoing operations through 2024–25 and beyond.

Budgeted departmental balance sheet

CASA's net asset (or equity) position for 2024–25 is forecast to decrease by \$29.6 million from 2023–24, representing the anticipated budget deficit of \$29.6 million for 2024–25.

Total budgeted assets of \$202.8 million in 2024–25 represents a decrease of \$42.0 million from the estimated 2023–24 closing position, largely due to a net decrease in CASA's property, plant and equipment and land and buildings non-financial assets of \$13.8 million primarily due to reduction in land and buildings of \$8.4 million and decrease in cash and investments of \$23.9 million primarily due to the budget deficit of \$29.6 million. CASA's financial assets are budgeted to further decrease over the forward estimates as a result of the budgeted deficits in the forward years.

Total budgeted liabilities of \$101.0 million in 2024–25 represents a planned decrease of \$12.4 million from the estimated 2023–24 closing position, primarily driven by a planned decrease in lease liabilities of \$7.8 million representing amortisation of lease liabilities. CASA's primary liability continues to be lease liabilities of \$52.9 million and accrued employee leave entitlements of \$41.8 million.

Capital investment strategy

During 2024–25, CASA will be investing \$9.1 million in capital expenditure. The 2024–25 investments centre on the planned fitout for CASA's Sydney office and minor work in other state offices, along with enhanced functionality of CASA's Enterprise Aviation Processing (EAP) system, CASA Online Services, Business Intelligence Enterprise Data Model and Zero Trust Architecture.

CASA's investment profile for the period of this Corporate Plan is:

- 2025–26 – \$14.4 million – the main investment for this period includes the possible refurbishment of current fitouts for CASA offices, continued improvements of CASA's EAP system, CASA Online Services, Zero Trust Architecture and Business Intelligence Enterprise Data Model. Investments will also be made in a refresh of ICT Hardware and Application Enhancements.
- 2026–27 – \$7.1 million – the main investment for this period includes continued improvements of CASA's EAP system, CASA Online Services, application enhancements and Network and Wide-Area Network (WAN) Infrastructure refresh.
- 2027–28 – \$9.6 million – the main investment for this period includes updates to key business systems including the CASA Online Services, continued improvements of CASA's EAP system, Application Enhancements and the possible refurbishment of fitout for the Perth office.

Capability

Workforce capability

CASA must maintain and support a dispersed workforce with the necessary skills, experience and behaviours to accomplish its mission.

As the aviation landscape evolves, it's crucial for CASA to maintain a highly skilled, adaptable workforce, attracting and retaining quality talent across all operational and support functions. The CASA Board established the People and Culture Sub-Committee in March 2022 to provide ongoing independent assurance to the Board on people and culture matters.

CASA's Strategic Workforce Plan 2024–27 will ensure CASA is equipped with a high performing workforce to help us achieve our strategic goals and to meet our legislative obligations. As identified in the plan, several activities, initially focused on our aviation technical workforce, will be progressed in 2024–25.

CASA will remain agile in addressing emerging aviation challenges and will build a workforce that is adequately prepared and qualified to fulfill CASA's functions now and into the future. Over the life of the plan the scope will expand to build capability across all parts of the CASA workforce.

In addition to our focus on the capability of our workforce, CASA continues to reinforce our commitment to fostering a workplace culture of respect, collaboration, and professionalism, with accountability in decision-making and clear strategic priorities supported by our People and Culture Strategy 2022–2027. CASA's values underpin our workforce culture and are identified on the following page.



image: Civil Aviation Safety Authority

Values

To maintain a highly skilled and motivated workforce that embraces these values:



Excellence:

to strive to excel in all we do.



Innovation:

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



Courage:

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



Fairness:

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



Integrity:

our actions and behaviour are open, transparent and ethical.



Respect:

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



Teamwork:

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

ICT, Infrastructure capability and Cyber Security

CASA has completed a significant investment in transitioning all IT systems to the cloud. This provides the foundation to implement the new Digital Business Strategy 2023–2026.

CASA is also continuing our commitment to improving our cyber security posture to ensure that our systems and data are secure and protected against cyber attacks. This includes meeting the requirements under the Protective Security Policy Framework (PSPF) and Essential Eight through an approved program of work covering physical, personnel, information, cyber security and security governance between 2024–2025.

The Digital Business Strategy will transform CASA into a digitally enabled business and improve its ability to provide safety oversight and regulatory service delivery to the aviation community. It will provide strategic direction whilst aligning with the overall corporate

strategy. Initiatives and ICT investments will be aligned to the strategic pillars of trust and security, safety and regulatory operations, ways of working, digital experience, information and technology.

ICT investment during 2024–25 will focus on:

- improving CASA’s cyber security maturity to comply with the Protective Security Policy Framework
- new or enhanced digital services through the myCASA portal to improve service delivery to the aviation industry
- improved surveillance capability systems to support the NOP
- ICT automation to leverage cloud technologies and remove manual or routine tasks
- development of an Enterprise Data Model to support the maturity of CASA’s business intelligence data capability.



image: Adobe Stock | Sarayut_sy

Risk oversight and management

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

CASA has developed an integrated risk management framework comprised of:

- Board Policy on Risk Management
- Strategic Risk and Board Risk Appetite Statement
- Risk Management Manual
- Risk Management tools and templates and
- Risk Register.

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

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

The CASA Board has identified 5 strategic risk areas which are aligned to CASA's strategic vision, function, and goals. These are:

- CASA is unable to regulate effectively
- CASA is unable to maintain appropriate relationships with the regulated aviation community
- CASA is unable to adapt to the evolving aviation environment appropriately
- CASA is unable to prevent and respond to a cybersecurity event
- CASA fails to meet work health and safety obligations.

These strategic risks were agreed in August 2023 as part of CASA's regular review cycle and formalised in the 2023–2024 CASA Strategic Risks and Board Risk Appetite Statement.

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

- Internal audit – providing independent examination of internal controls, management performance and compliance with applicable standards and regulations.
- CASA Board and the Board Audit and Risk Committee (BARC) – provides ongoing oversight and independent assurance including of risk and internal controls. The BARC conducts regular assurance 'deep dives' to ensure the ongoing appropriate management of specific risks and controls.

In addition, the Risk Framework is subject to periodic external review by Comcover.



3

Part Three

Performance



image: Civil Aviation Safety Authority

Portfolio Budget Statements 2024–25

CASA is responsible for a single portfolio outcome outlined in the Infrastructure, Transport, Regional Development and Communications Portfolio – Portfolio Budget Statements 2024–25.

Outcome Statement

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

The Infrastructure, Transport, Regional Development Communications and the Arts Portfolio – Portfolio Budget Statements 2024–25 also set out the performance criteria and targets the Government expects CASA to achieve to support the outcome. CASA's key initiatives align with the Government's performance criteria, are set out on pages 227–244.



image: Civil Aviation Safety Authority

Performance Measures

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

Key Activities	Link to Statement of Expectation	Performance measures	Target (expected performance results)
Regulation, oversight and assurance	<p>CASA regard the safety of air navigation as the most important consideration.</p> <p>CASA will have a publicly available document setting out its regulatory philosophy and will implement its regulatory approach in accordance with that philosophy.</p> <p>Work closely with other agencies to deliver integrated and comprehensive safety advice to Government, the aviation industry and the community.</p> <p>CASA to develop a forward annual regulatory program.</p>	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.
		Number of fatalities.	<p>Zero fatal accidents for Commercial Air Transport (CAT).</p> <p>Stable or reducing number of fatal accidents for:</p> <ul style="list-style-type: none"> commercial aviation crewed non-commercial crewed uncrewed.
		Number of accidents.	<p>Stable or reducing accident rate per million departures for CAT.</p> <p>Stable or reducing number of accidents for:</p> <ul style="list-style-type: none"> commercial aviation crewed non-commercial crewed uncrewed.
		Number of serious incidents.	<p>Stable or reducing serious incident rate per million departures for CAT.</p> <p>Stable or reducing number of serious incidents' for:</p> <ul style="list-style-type: none"> commercial aviation crewed non-commercial crewed uncrewed.
International compliance and engagement	<p>CASA performs its functions consistently with Australia's international obligations particularly those connected with the International Civil Aviation Organization (ICAO).</p> <p>CASA will continue to be a world leading aviation safety regulator and will help to fulfil Australia's commitments in the Asia-Pacific region.</p>	CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements.	<p>CASA uses appropriate global resources and arrangements to support its audit certification processes.</p> <p>CASA contributes to the development of the International Civil Aviation Organization (ICAO) standards and practices.</p> <p>CASA fulfilled all its obligations to ICAO under the Universal Safety Oversight Audit Program (USOAP) Continuous Monitoring Approach (CMA) Memorandum of Understanding (MoU).</p>
Safety standards and state safety program	<p>Fully consider impacts of new regulations on general aviation and rural and remote regions.</p> <p>Undertake regular surveillance activities pursuant to paragraph 9(1)(f) of the Act.</p>	Enforcement actions undertaken are fair, consistent, and transparent.	<p>All decisions reviewed by the Administrative Appeals Tribunal and in the Federal Court are affirmed or not substantially varied in any material respect.</p> <p>All briefs are accepted by the Commonwealth Director of Public Prosecutions.</p>
		CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework.	<p>CASA adheres to Government and CASA regulatory policies and aligns with International Civil Aviation Organization (ICAO) standards and recommended practices where appropriate.</p> <p>Regulatory implementation against the planned program is achieved.</p>

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

Key Activities	Link to Statement of Expectation	Performance measures	Target (expected performance results)
Stakeholder engagement and service delivery	CASA will engage clearly, transparently and regularly with stakeholders regarding activities and functions, including regulatory development.	Clear, open, and transparent engagement with stakeholders, including the aviation industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework.	100% of significant regulatory changes are publicly consulted and outcomes informed by industry feedback.
	CASA will release an exposure draft of proposed regulations for industry and stakeholder consultation.		CASA's stakeholder satisfaction and client sentiment shows a stable or increasing trend.
	Engage effectively with Government and each of the various sectors which comprise the Australian aviation industry.	All regulatory services we deliver have defined timeframes that are followed.	CASA's education and safety promotion activities are measured and evaluated through a range of feedback mechanisms and show a stable or increasing trend.
		Increased uptake of services delivered digitally.	CASA establishes and publishes regulatory service delivery timeframes for all regulatory services. CASA ensures all regulatory service decisions are made in accordance with published service delivery timeframes.
			Digital submission volumes through Use of self-service channels: <ul style="list-style-type: none"> • 2024–25 ≥ 82% • 2025–26 ≥ 83% • 2026–27 ≥ 84% • 2027–28 ≥ 85%

Objective 3 Continuous improvement of organisational performance

Key Activities	Link to Statement of Expectation	Performance measures	Target (expected performance results)
Workforce, information and risk management	CASA will use resources in a proper manner, following best practice principles and guidelines.	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.



image: Civil Aviation Safety Authority



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Part Four

Appendices

Appendix 1 – Regulatory Philosophy

CASA's Regulatory Philosophy consists of 10 principles that demonstrate a clear commitment to implementing best practices in Regulator Performance in all of our actions.

1. CASA is committed to maintaining the trust and respect of the aviation community
2. Mindful of the primacy of air safety, CASA takes account of all relevant considerations, including cost
3. CASA takes risk-based approaches to regulatory action and decision-making
4. CASA performs its functions consistently with Australia's international obligations
5. CASA approaches its regulatory functions consultatively and collaboratively
6. CASA communicates fully and meaningfully with all relevant stakeholders
7. CASA fairly balances the need for consistency with the need for flexibility
8. CASA embraces and employs rational 'just culture' principles in its regulatory and related actions
9. CASA demonstrates proportionality and discretion in regulatory decision-making and exercises its powers in accordance with the principles of procedural fairness and natural justice
10. CASA has a legitimate, but limited, role in pursuing punitive action for breaches of the civil aviation legislation.

The Regulatory Philosophy remains as relevant now as when it was first introduced in 2015, with the principles embedded in the philosophy being just as important in the face of rapidly evolving aviation-related technology and innovative approaches to the provision of aviation-related services as they are in support of conventional aviation activities.

The CASA Board has recently reaffirmed its support for the Regulatory Philosophy, following a review by a sub-group of the Aviation Safety Advisory Panel which confirmed that the Regulatory Philosophy remains fit-for-purpose.

CASA's continued focus is to ensure that the Regulatory Philosophy is meaningfully, effectively and consistently implemented in all aspects of our engagement with the aviation community.

CASA's Regulatory Philosophy aligns with the Australian Government's Regulator Performance Guide which articulates the Government's expectations for regulator performance and applies to all Commonwealth entities that perform regulatory functions.

For a copy of CASA's Regulatory Philosophy go to: casa.gov.au/about-us/who-we-are/our-regulatory-philosophy

Appendix 2 – Compliance table

The Corporate Plan has been prepared in accordance with the statutory provisions of:

- Section 44 of the *Civil Aviation Act 1988*
- Section 35(1) of the *Public Governance, Performance and Accountability Act 2013*
- Public Governance, Performance and Accountability Rule 2014.

Table 3. CASA has an obligation to provide details of the following matters:

Requirement	Page(s)
Statement of preparation	10
Purposes of the entity	11
Operating context	15–27
Risk oversight and management	28
CASA's performance measures	32–35
Key activities	32–35

Appendix 3 – Alignment of performance measures

For the 2024–25 reporting period CASA has conducted a full review of its performance measures.

The review has led to a decision to combine its previously separate Portfolio Budget Statement (PBS) measures and Corporate Plan (CP) measures to be one suite, ensuring alignment of our Objectives and consistent tracking of performance throughout the reporting period. This has also allowed for the overall number of measures to be rationalised.

The table below shows the changes to performance measures based on the review.

Performance Measure 2023–24 (PBS or CP)	Performance Measure 2024–25	Status	Rationale for changes
	Number of fatalities.	New	Additional performance measure to align reporting with the National Aviation Safety Plan (NASP).
Number of accidents per hours flown by industry sector (PBS).	Number of accidents.	Altered	Performance measure adjusted to align with NASP. Industry sectors are now included in associated targets.
Number of incidents per hours flown by industry sector (PBS).	Number of serious incidents.	Altered	Performance measure adjusted to align with NASP. Industry sectors are now included in associated targets.
Surveillance determined via a NOP consisting of scheduled and response events informed by risk (PBS).	Surveillance determined via a NOP consisting of scheduled and response events informed by risk.		No changes.
Establish that operators and authorised persons conduct and continue to conduct their operations in accordance with relevant regulations, approvals and permissions (CP).		Closed	This measure has been removed as it duplicates the reporting conducted under the National Oversight Plan.
Clear, open and transparent engagement with the industry to support the continuous improvement of an efficient and effective aviation safety regulatory framework (PBS).	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.		No changes.
CASA maintains productive working relationships with key stakeholders (CP).		Closed	This measure has been removed as it duplicates measurement of CASA's engagement with stakeholders. Associated targets have been retained against the remaining performance measure.
CASA supports industry awareness and understanding through relevant, timely, effective education and safety programs (CP).		Closed	This measure has been removed as it duplicates measurement of CASA's engagement with stakeholders. Associated targets have been retained against the remaining performance measure.
CASA demonstrates excellence in development of the aviation safety regulatory framework (CP).	CASA demonstrates excellence in development and implementation of the aviation safety regulatory framework.	Altered	Wording updated to include implementation previously listed as a separate measure.
Regulatory implementation delivered in accordance with targets (PBS).		Closed	This measure has been removed as it relates to the regulatory framework. The associated targets have been retained against the remaining performance measure.

Performance Measure 2023-24 (PBS or CP)	Performance Measure 2024-25	Status	Rationale for changes
CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreements (CP). CASA maintains the Effective Implementation (EI) Score determined by International Civil Aviation Organization (ICAO) Universal Safety Oversight Audit Program (USOAP) (PBS).	CASA's actions in the international sphere are in accordance with its legal responsibilities and international agreement arrangements.		No changes.
		Closed	This measure has been removed as the EI score is not a CASA specific performance measure. A more applicable measure for this important work is on CASA's contribution to Australia's outcomes from the ICAO missions. The EI score will still be reported in CASA's Annual Report.
Establish and publish regulatory service delivery timeframes for all regulatory services (CP).	All regulatory services we deliver have defined timeframes that are followed.	Altered	These two measures have been combined to simplify reporting in relation regulatory service delivery timeframes.
All regulatory service decisions are made in accordance with published service delivery timeframes (CP).		Altered	
Enforcement actions undertaken are fair, consistent, and transparent and in accordance with CASA's enforcement procedures that reflect relevant principles of CASA's regulatory philosophy (CP).	Enforcement actions undertaken are fair, consistent, and transparent.	Altered	The language of this measure has been simplified.
Deliver services through digital means, increasing the use of self-service channels over manual or paper submissions (CP).	Increased uptake of services delivered digitally.	Altered	The language of this measure has been simplified.
CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives (CP).	CASA undertakes workforce planning to ensure that appropriate investment is made in effective people management initiatives.		No changes.

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