Recommendation	Government Response	Status of Government Response
The Australian Government develops the State Safety Programme into a strategic plan for Australia's aviation safety system, under the leadership of the Aviation Policy Group, and uses it as the foundation for rationalising and improving coordination mechanisms.  2. The Department of Infrastructure and Regional Development plays a stronger policy role in the State Safety Programme.	Agreed.  Updated and expanded State Safety Programme (SSP), supported by the establishment of an Australian Air Traffic Management Plan (ATMP)  Agreed.  Further policy advice to be provided by the Department on:	Completed The updated and expanded SSP was released on Friday 6 May 2016 and is available on the Department's website. The supporting draft ATMP was considered by the Minister and released by the Department for public and industry comment on 11 May 2016.  Partially Completed The ARFFS regulatory policy review paper was released for public comment on
poney fore in the state statety i fogramme.	<ul> <li>a range of potential improvements to the efficiency and clarity of Aviation Rescue and Fire Fighting Services (ARFFS) requirements including the use of risk assessments; and</li> <li>airspace protection arrangements for Federal airports, other aerodromes and for communications, navigation and surveillance equipment.</li> </ul>	18 December 2015. Submissions closed at the end of February 2016. Final policy advice will be provided to the Minister for consideration before the end of 2016.  A draft airspace protection policy paper is being finalised by the Department in consultation with the Civil Aviation Safety Authority (CASA) and Airservices Australia (Airservices). Subject to Government approval, it is expected the paper will be released for public comment before the end of 2016.
3. The Australian Transport Safety Bureau investigates as many fatal accidents in the sport and recreational aviation sector as its resources will allow.	Agreed.  The Australian Transport Safety Bureau (ATSB) should continue to investigate accidents in this sector on an exceptions basis, but endorsed the investigation of all fatal accidents involving VH registered aircraft. Government will update the Statement of Expectations (SOE) for the ATSB to recognise that the Commission can request consideration by the Government of additional funding in implementing the above policy.	Completed A new SOE was issued to the ATSB in April 2015. The SOE includes that the ATSB can request appropriate consideration by the Government of the need for budget supplementation when the costs of necessary investigation activities are likely to exceed established ATSB budget levels. ATSB's investigation activity will be determined on a case by case basis.

Recommendation	Government Response	Status of Government Response
4. The Australian Transport Safety Bureau and the Civil Aviation Safety Authority utilise the provision in their bilateral Memorandum of Understanding to accredit CASA observers to ATSB investigations.	Agreed.  The Government expects the ATSB and CASA to work together to address the following issues in ensuring that CASA staff are engaged in ATSB investigations where appropriate:  • workplace health and safety;  • costs;  • human resource constraints; and  • industry perceptions.	Completed A revised Memorandum of Understanding agreed between CASA and the ATSB, which includes the participation of CASA officers in ATSB investigations, was published on each agency's website on 31 March 2015.
5. The Australian Government appoints an additional Australian Transport Safety Bureau Commissioner with aviation operation and safety management experience.	Agreed.  Appointment of additional ATSB Commissioner with aviation operation and safety management experience.	Completed Appointment of Mr Chris Manning was made on 19 February 2015, effective from 9 March 2015.
6. The Civil Aviation Safety Authority's Board exercises full governance control. The non-executive directors should possess a range of appropriate skills and backgrounds in aviation, safety, management, risk regulation, governance and government.	Agreed.  Issue a new Statement of Expectations (SOE) to the CASA Board.	Completed A new SOE has been issued to the CASA Board for the period 16 April 2015 to 30 June 2017 which outlines the Board's governance role.
7. The next Director of Aviation Safety (DAS) has leadership and management experience and capabilities in cultural change of large organisations. Aviation or other safety industry experience is highly desirable.	Agreed in Principle.  The CASA Board to appoint a new DAS.	Completed A new DAS with aviation experience commenced on 1 January 2015.

Recommendation	Government Response	Status of Government Response
8. The Civil Aviation Safety Authority:		
a. reinstates publication of Key Performance Indicators for service delivery functions	Agreed.  Key performance indicators for service delivery published on CASA's website.  Continue to publish monthly Service Delivery Statistics on its website.  In accordance with Public Governance, Performance and Accountability Act 2013 (PGPA Act 2013), CASA to publish an annual performance statement in its annual report.	Partially Completed  CASA published Key Performance Indicators (KPIs) for regulatory service delivery functions in January 2016. CASA continues to publish monthly statistics on its website for regulatory services.  CASA intends to publish the remaining service delivery KPIs and update the statistics monthly on its website once software constraints are rectified by the end of 2016.  CASA will publish an annual performance
b. conducts a stakeholder survey every two years to measure the health of its relationship with industry	Agreed.  Stakeholder surveys to be conducted every two years and results to be provided to the Board and Director of Aviation Safety to assist in monitoring and making improvements in CASA's performance and relationship with industry.	statement commencing with its 2015-16 Annual Report in October 2016.  Completed The first survey was conducted from 23 November to 18 December 2015 and CASA received over 1200 responses. The results have been provided to the Board and DAS. Results were publicly released on CASA's website in August 2016.  The next survey is expected to be conducted in 2017.

Recommendation	Government Response	Status of Government Response
c. accepts regulatory authority applications online unless there is a valid technical reason against it	Agreed.  In accordance with the Government's digital business policy, CASA has commenced transitioning more of its business to be conducted online but this will require industry to ensure it has the appropriate infrastructure in place to use online systems.	Partially Completed With the establishment of the new organisational structure from 1 July 2016, CASA expects that transition of more of its business to the online environment, with full transition expected to take up to five years.
d. adopts the same Code of Conduct and Values that apply to the Australian Public Service under the <i>Public Service Act</i> 1999.	Agreed in Principle.  The Government's new Statement of Expectations to the CASA Board will reaffirm the requirement that CASA staff adhere to a Code of Conduct and set of values consistent with those that apply to the APS.	A new SOE has been issued to the CASA Board for the period 16 April 2015 to 30 June 2017. The SOE included that CASA have a code of conduct and values consistent with those used by the Australian Public Service.  CASA's Code of Conduct was amended in late 2014 and now aligns with the APS Code of Conduct and Values, and with the requirements of the <i>Public Governance and Performance Accountability Act 2013</i> .
9. The Civil Aviation Safety Authority develops a staff exchange program with industry.	Agreed in Principle  CASA to complete an updated Workforce Plan which will outline CASA's strategies to manage and develop its workforce over the next four years. This Plan will be reviewed and updated on an annual basis.  Notwithstanding challenges with staff exchanges, CASA and industry should continue to work closely, for example, in the development of future regulatory proposals	Completed CASA's Workforce Plan was updated in 2015 and CASA expects a further update in 2016-2017 to align with the new organisational structure.  CASA is working closely with industry on future regulatory proposals such as the Industry Advisory Panel for CASR Part 61. CASA will continue to examine the capability for potential staff exchange initiatives.

Recommendation	Government Response	Status of Government Response
10. Airservices Australia, in conjunction with the Department of Infrastructure and Regional Development and the Civil Aviation Safety Authority, reconsiders the policy on 'Assessment of Priorities' that stipulates that air traffic controllers sequence arriving aircraft based on category of operation, rather than on the accepted international practice of 'first come, first served'.	Agreed  The Department is currently finalising a policy paper on flight priorities contained in the Aeronautical Information Publication (AIP)  ENR 1.4 Section 10 through the Aviation Implementation Group for the Minister's consideration prior to release for public and industry comment.	Completed  The AIP Flight Priorities policy paper was released for public and industry comment in May 2015 and followed up with an industry briefing session held on 5 November 2015.  Taking into account public and industry comments, agreed changes to the AIP will be implemented in the next Aeronautical Information Regulation and Control (AIRAC) update cycle by the end of 2016.
11. The Australian Transport Safety Bureau and the Civil Aviation Safety Authority amend the wording of their existing Memorandum of Understanding to make it more definitive about interaction, coordination, and cooperation.	Agreed  CASA and the ATSB are currently completing a review of the Memorandum of Understanding which would give effect to this recommendation.	Completed A revised Memorandum of Understanding was signed on 30 March 2015 and is available on the ATSB and CASA websites.
12. The Civil Aviation Safety Authority delegates responsibility for the day-to-day operational management of airspace to Airservices Australia, including the designation of air routes, short-term designations of temporary Restricted Areas, and temporary changes to the classification of airspace for operational reasons.	Aviation Policy Group (APG) to examine three delegated functions highlighted by this recommendation and report to the Minister on a way forward.  The APG report will examine the case for Airservices undertaking these delegated functions, subject to CASA's ongoing surveillance and oversight of Airservices safety performance of these functions, and carefully consider any likely legislative change required.	Completed  APG provided final advice to the former Minister in December 2015 that confirmed existing arrangements in place for the designation of air routes and Temporary Restricted Areas, and for the classification of airspace were appropriate.  This followed a review of the respective roles of CASA, Airservices and Defence and the flexibilities that had been built into current arrangements for Airservices.

Recommendation	Government Response	Status of Government Response
13. The Department of Infrastructure and Regional Development and Department of Defence (and appropriate agencies) establish an agreed policy position on safety oversight of civil operations into joint user and military airports.	Agreed The Government has asked the Department to work with CASA and the Department of Defence to provide policy advice on improving the transparency of, and public confidence in, the safety oversight of services provided by the military to civil aviation at military air bases and in airspace controlled by the Department of Defence.	Not Completed  The provision of this policy advice has been delayed until the September quarter 2016 to incorporate the outcomes of a related Defence air traffic services review and ongoing work in relation to the "OneSKY" future integrated civil-military air traffic management systems project.
14. The Civil Aviation Safety Authority changes its regulatory philosophy and, together with industry, builds an effective collaborative relationship on a foundation of mutual understanding and respect.	The Government's new Statement of Expectations (SOE) for the CASA Board will require CASA to develop a clear statement of regulatory philosophy.  As part of its quarterly reporting to the Minister on its performance against its Corporate Plan, CASA will report on its performance against the new SOE and the recommendations agreed to by the Government arising out of this Report, including implementation of its regulatory philosophy, and associated compliance and enforcement policies.  The CASA Director of Aviation Safety will be expected to report regularly to the Board on compliance with the new regulatory policy.	Completed A new CASA SOE has been issued for the period 16 April 2015 to 30 June 2017.  CASA's Regulatory Philosophy was published on 15 September 2015. Implementation of the Regulatory Philosophy throughout CASA operations will be ongoing.  CASA continues to report on its performance quarterly to the Minister.  The DAS reports regularly to the Board on compliance with the new regulatory philosophy.

Recommendation	Government Response	Status of Government Response
15. The Civil Aviation Safety Authority continues to provide appropriate indemnity to all industry personnel with delegations of authority.	Agreed in Principle  CASA expects to release a policy paper on future proposals for indemnity of delegates for public and industry comment, having regard to the Department of Finance's rules on the indemnity provisions under the PGPA Act 2013.	Partially Completed  CASA has taken steps to extend existing indemnity arrangements for approved testing officers until 30 June 2017. CASA will continue to consult with Comcover and industry to settle the future policy position after 1 July 2017.
16. CASA finalises its Capability Framework and overhauls its training program to ensure identified areas of need are addressed, including: a. communication in a regulatory context: b. decision making and good regulatory practice; and c. auditing.	Agreed  CASA is developing and reviewing its Capability Framework with a view to finalising a new framework which will address all elements raised by this recommendation.	Not Completed  A draft people capability component of the Framework has been developed but the remaining components have been delayed due to the commencement of the new organisational structure from 1 July 2016. The completed capability framework will be in place by the end of 2016.
17. The Civil Aviation Safety Authority publishes and demonstrates the philosophy of 'just culture' whereby individuals involved in a reportable event are not punished for actions, omissions or decisions taken by them that are commensurate with their experience and training. However, actions of gross negligence, wilful violations and destructive acts should not be tolerated.	Agreed The Government expects that CASA's new regulatory philosophy policy, referred to in response to Recommendation 14, will specifically address this recommendation.  Accordingly, the Government expects the CASA Board and Director of Aviation Safety will actively monitor staff compliance with this policy and take appropriate action where noncompliance is evident.	Completed CASA's Regulatory Philosophy was published on 15 September 2015.  Implementation and monitoring of the Regulatory Philosophy throughout CASA operations is ongoing.

Recommendation	Government Response	Status of Government Response
18. The Civil Aviation Safety Authority reintroduces a 'use of discretion' procedure that gives operators or individuals the opportunity to discuss and, if necessary, remedy a perceived breach prior to CASA taking any formal action. This procedure is to be followed in all cases, except where CASA identifies a Serious and Imminent Risk to Air Safety.	Agreed in Principle  The Government expects the new Director of Aviation Safety to publish and adopt a 'use of discretion' procedure consistent with its new regulatory philosophy policy.  CASA's enforcement manual will also be updated.	Completed The use of discretion principles have been incorporated into the Regulatory Philosophy released on 15 September 2015.  Amendments to the Enforcement Manual to reflect the Regulatory Philosophy were published in February 2016.
19. The Australian Transport Safety Bureau transfers information from Mandatory Occurrence Reports to the Civil Aviation Safety Authority, without redaction or deidentification.	Agreed in Principle Include in the CASA Board and ATSB Commission Statement of Expectations (SOE) a clear requirement that both agencies comply fully with the current Safety Information Policy Statement based on an approach informed by 'just culture' principles. Industry concerns must be properly addressed before any implementation of this recommendation. CASA has confirmed it will be publishing a Question and Answer document to accompany the Policy Statement.	Partially Completed A new SOE for each agency has been issued for the period 16 April 2015 to 30 June 2017 and includes requirements in relation to information sharing and compliance with the Safety Information Policy Statement.  Consistent with addressing industry concerns, the Director of Aviation Safety and ATSB Chief Commissioner have agreed to maintain the current approach to information sharing and are closely managing adherence to the Safety Information Policy Statement.  A Question and Answer document to accompany the Policy Statement will be published by CASA, after development in consultation with the ATSB and the Department of Infrastructure and Regional Development, by the end of 2016.

Recommendation	Government Response	Status of Government Response
20. The Australian Transport Safety Bureau transfers its safety education function to the Civil Aviation Safety Authority.	Not Agreed  ATSB to continue to provide safety education function role consistent with the relevant legislation i.e. Transport Safety Investigation Act 2003.	N/A – not agreed.
21. The Civil Aviation Safety Authority changes its organisational structure to a client-oriented output model.	Noted  The Government has requested the Board examine the Report's proposal for creating a specific unit in CASA dedicated to general aviation (GA) and aerial work operations as part of further advice on its future organisational structure in its next corporate plan.	Completed The CASA Board considered the proposal as part of its organisational restructure and the new structure came into effect on 1 July 2016. The new structure provides clear contact points in CASA for responding to GA and aerial work issues.
22. The Civil Aviation Safety Authority establishes small offices at specific industry centres to improve monitoring, service quality, communications and collaborative relationships.	Primary responsibility for considering this recommendation rests with the new CASA Director of Aviation Safety and the CASA Board. Some industry members have expressed concerns that the establishment of more offices by CASA may increase the risk of CASA delivering less consistent national regulatory outcomes and increased costs.	Partially Completed This proposal was considered as part of the review of CASA's structure (see Recommendation 21).  CASA will continue to examine the feasibility of this proposal.
23. The Civil Aviation Safety Authority shares the risk assessment outputs of Sky Sentinel, its computerised risk assessment system, with the applicable authorisation holder.	Agreed in Principle In relation to Sky Sentinel outputs, the Government expects that the next CASA corporate plan will set out how the authority can most effectively implement this recommendation.	Partially Completed  CASA's corporate plan has been updated to reflect proposed implementation of this recommendation. Updates to Sky Sentinel, expected to be in place by December 2016, will facilitate final implementation of this recommendation.

Recommendation	Government Response	Status of Government Response
24. The Civil Aviation Safety Authority provides full disclosure of audit findings at audit exit briefings in accordance with international best practice.	Agreed The Government has asked CASA to review its audit policies and modify its procedures as appropriate to provide a brief, preliminary indication of findings in written form at all exit briefings with industry.	Not Completed CASA will update the CASA Surveillance Manual by the end of 2016 which will include the outcome of the review of audit policies and procedures.  Audit policies and procedures will have regard to CASA's response to Recommendations 18 and 25.
25. The Civil Aviation Safety Authority introduces grading of Non-Compliance Notices on a scale of seriousness.	Agreed The Government has requested CASA, in consultation with industry, examine the development of appropriate gradings for Non-Compliance Notices that accurately reflect aviation safety risks, without reducing operators' remedial decision making responsibilities.	Not Completed This issue is being considered as part of work on Recommendation 24.  CASA will by the end of the year have developed updated gradings for Non-Compliance Notices.
26. The Civil Aviation Safety Authority assures consistency of audits across all regions, and delivers audit reports within an agreed timeframe.	Agreed  The Government has asked the CASA Board, through the Director of Aviation Safety, to closely monitor exit and final audit performance by the organisation.	Completed  Monitoring exit and final audit performance is a standing agenda item of regular CASA executive meetings. Any instances of non-performance will be managed through the CASA executive meeting.
27. The Civil Aviation Safety Authority implements a system of using third-party commercial audits as a supplementary tool to its surveillance system.	Agreed in Principle  The Government has requested the CASA Board review this option by 30 June 2015 having particular regard to the likely availability of suitable commercial audit providers to perform this function, potential for conflicts of interest, consistency of audit issues and liability of parties.	Completed The Board has completed its review of the option of third-party commercial audits and has confirmed that the capability already exists in current legislation. The use of this option will be at the discretion of the DAS.

Recommendation	Government Response	Status of Government Response
28. The Civil Aviation Safety Authority establishes a safety oversight risk management hierarchy based on a categorisation of operations. Rule making and surveillance priorities should be proportionate to the safety risk.	Agreed.  The Government will set out in its new Statement of Expectation (SOE) to the CASA Board the importance of using appropriately developed safety cases to support the implementation of new regulations and standards that should be developed in consultation with industry.	Completed A new CASA SOE has been issued for the period 16 April 2015 to 30 June 2017.  CASA's new Regulatory Philosophy clearly articulates the use of risk based approaches and the highest safety priority being afforded to passenger transport operations.  New regulations and amendments to existing regulations are being developed in close consultation with industry.
29. Recreational Aviation Administration Organisations, in coordination with the Civil Aviation Safety Authority, develop mechanisms to ensure all aircraft to be regulated under Civil Aviation Safety Regulation (CASR) Part 149 are registered.	Agreed  CASA proposes to release a draft of CASR Part 149 for public and industry consultation in the first half of 2015.	Completed  CASA released a draft CASR Part 149 for public and industry consultation in August 2016.
30. The Civil Aviation Safety Authority changes the current two-tier regulatory framework (act and regulations) to a three-tier structure (act, regulations and standards), with:  a. regulations drafted in a high-level, succinct style, containing provisions for enabling standards and necessary legislative provisions, including offences; and b. the third-tier standards drafted in plain, easy to understand language.	Agreed in Principle  The Government supports the use of easy to understand language in aviation regulations and standards and expects CASA and the Office of Parliamentary Counsel (OPC) to commit to the principles set out in Recommendations 30 and 31. CASA and OPC will continue to ensure new regulations and instruments adhere to Commonwealth legal drafting practices and avoid any inconsistencies with other pieces of relevant legislation and regulation.	Completed CASA will continue to focus on new regulations and instruments adhering to Commonwealth legal drafting practices and avoiding inconsistencies with other pieces of relevant legislation.  Rules will continue to be prepared in accordance with a three-tier regulatory structure and using easy to understand language.

Recommendation	Government Response	Status of Government Response
31. The Civil Aviation Safety Authority structures all regulations not yet made with the three-tier approach, and subsequently reviews all other Civil Aviation Safety Regulation Parts (in consultation with industry) to determine if they should be remade using the three-tier structure.	Agreed in Principle  The Government will support appropriate regulatory reforms in the future noting that there needs to be sufficient time for CASA and industry to transition to the changes, recognising this can often take several years.	Completed Rules will continue to be prepared in accordance with a three-tier regulatory structure. Subsequent reviews of other CASR Parts will determine if they need to be remade, noting that CASA, working with industry has set out the immediate priorities for regulatory reform.
32. The Civil Aviation Safety Authority reassesses the penalties in the Civil Aviation Safety Regulations.	Agreed  CASA, in consultation with the Department and industry, will conduct a review of the penalties for offences in the Civil Aviation Act 1988 and CASR.	Not Completed  This review was deferred given higher immediate priorities and the need for the review to take account of the new regulatory philosophy and allow the new CASA organisational structure to be in place from 1 July 2016.  Advice on penalties policy is expected to be released for public and industry comment in the December quarter 2016.
33. The Civil Aviation Safety Authority applies a project management approach to the completion of all Civil Aviation Safety Regulation Parts not yet in force, with drafting to be completed within one year and consultation completed one year later, with:  a. a Steering Committee and a Project Team with both CASA and industry representatives; and  b. implementation dates established through formal industry consultation.	The Government expects CASA and OPC to complete the drafting of all remaining parts of the current safety regulatory reform programme during 2015.  The Government has also requested the Board consider the establishment of a small, joint CASA/industry regulatory steering committee to inform future regulatory reform priorities once the current reform program is completed.  Accordingly, the joint CASA/industry regulatory steering committee should also continue to establish specific project teams to examine	Not Completed  CASA deferred completion of some parts of the current safety regulatory programme in response to industry concerns to focus on remediation of CASR Parts 61, 64, 141 and 142.  CASA expects all remaining parts of the regulatory reform programme will now be drafted by the end of 2016.  The DAS has established an advisory panel of industry members to inform future regulatory reform priorities and provide advice on other regulatory issues.

Recommendation	Government Response	Status of Government Response
	individual Civil Aviation Regulations 1988 and CASR Parts and standards and orders.	CASA will continue to use joint CASA/industry committees to examine individual regulations, standards and orders.
34. The Civil Aviation Safety Authority's Director of Aviation Safety meet with industry sector leaders to jointly develop a plan for renewing a collaborative and effective Standards Consultative Committee.	Agreed The Government supports CASA establishing a new, small overarching CASA/industry regulatory steering committee The Government has also established an Aviation Industry Consultative Council, chaired by the Minister, to discuss matters of broader concern to the aviation industry and ensure that industry has a forum for discussing their views.	Completed The DAS has established an advisory panel of industry members to provide advice to the DAS as required.
35. The Civil Aviation Safety Authority devolve to Designated Aviation Medical Examiners the ability to renew aviation medical certificates (for Classes 1, 2, and 3) where the applicant meets the required standard at the time of the medical examination.	Agreed in Principle  CASA will conduct a post implementation review of the Class 2 process in consultation with stakeholders in the second half of 2015.  Moreover the Government has asked that CASA undertake a review of its aviation medical unit to establish whether a more effective and efficient system might be put in place without adversely impacting on safety.	Partially Completed CASA has completed an internal review of the Aviation Medicine Unit and is implementing the recommendations of that review.  The post implementation review of the Class 2 process was delayed noting the low uptake of delegation for DAME's to issue Class 2 medical certificates. This has also questioned the feasibility of DAME Class 1 and 3 issuance of medical certificates and this has been deferred. A post implementation review of the Class 2 process will be undertaken before the end of 2016 in consultation with stakeholders.

Recommendation	Government Response	Status of Government Response
36. The Australian Government amends regulations so that background checks and the requirement to hold an Aviation Security Identification Card (ASIC) are only required for unescorted access to Security Restricted Areas, not for general airside access. This approach would align with international practice.	In the first half of 2015 the Government will commence consultation with industry on any potential changes to the scope of the ASIC scheme.	Completed  The Department has consulted industry and significant implementation issues have been identified. Further progress will be considered as part of a review of the current categorisation of security controlled airports.
<ul> <li>37. CASA amends the current Terms of reference of the Industry Complaints Commissioner (ICC) so that:</li> <li>a. The ICC reports directly to the CASA Board;</li> <li>b. No CASA staff are excluded from the ICC's jurisdiction;</li> <li>c. The ICC will receive complaints that relate to both the merits and the process of matters;</li> <li>d. On merits matters, including aviation medical matters, the ICC is empowered to convene an appropriately constituted review panel, chaired by a CASA non-executive director, to review the decision; and</li> <li>e. While all ICC findings are non-binding recommendations, the original decision-maker is required to give reasons to the CASA Board if a recommendation is not followed.</li> </ul>	Agreed in Principle  The Government supports recommendations part (a) and (b) and has asked the Board for advice on appropriate future governance arrangements for the Industry Complaints Commissioner (ICC).  In order to improve transparency and accountability, the Government has also asked CASA to provide an annual report of the activities and findings of the ICC as an appendix to its annual report.	Completed The CASA Board agreed to (a), (b), (c) and (e) of Recommendation 37. The Board did not support the establishment of review panels (d).  The terms of reference for the ICC were updated in May 2015, including that the ICC is to report to the Board.  A report on the ICC's activities was included in CASA's 2015 Annual Report.