



Australian Government
Australian Transport Safety Bureau

ATSB

Corporate Plan 2023-2024 to 2026-2027

ACKNOWLEDGEMENT OF COUNTRY

ATSB acknowledges and pays respect to the past, present, and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples.

INTRODUCTION

I am pleased to present the Australian Transport Safety Bureau (ATSB) Corporate Plan for the period 2023-24 to 2026-27.

This Corporate Plan has been prepared consistent with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and the relevant provisions of the *Transport Safety Investigation Act 2003* (the TSI Act), which establishes the ATSB. The Corporate Plan is also consistent with the Statement of Expectations 2023-25 (SOE) for the ATSB, as notified under Section 12AE of the TSI Act, by the Minister for Infrastructure, Transport, Regional Development and Local Government.

The SOE sets out clear expectations relating to the ATSB's governance, strategic direction, key initiatives, and stakeholder engagement, such that the ATSB's resources be used in an efficient, effective, economical, and ethical way, following best practice principles and guidelines. I look forward to continuing to work with the Government to ensure the ATSB remains well positioned to meet these expectations.

I note there have been calls stemming from several inquiries and associated reports seeking to extend the ATSB's services through an expanded remit. The ATSB will continue to provide input into such inquiries although any decisions to change the ATSB's operating parameters are a matter for Government. My priority, since becoming Chief Commissioner in late 2021, has been to ensure the ATSB is funded adequately to perform the role defined by its existing remit. In this context, the ATSB will actively participate in the recently announced *Australian Transport Safety and Investigation Bodies Financial Sustainability Review*, which will consider and evaluate the ATSB's current operational and funding arrangements.

In the past 12 months the ATSB has continued to demonstrate itself as a highly-capable agency releasing a number of complex and industry-significant investigation reports that carry wide-ranging safety learnings to the relevant transport modes. One such example is the ATSB's final report into the collision with terrain of a Lockheed C-130 large air tanker during the 2019-20 Australian bushfire season. That investigation produced multiple key safety lessons relating to the tasking and operation of large air tankers – an operation becoming more prevalent in Australian firefighting.

Another fine example from the last 12 months was our final report into an investigation of a rail collision in Far North Queensland, which resulted in multiple safety actions being taken. The collision occurred due to a brake pipe not being properly connected when the train was coupled, and our investigation also made findings around survivability aspects in how the locomotive was manufactured. Pleasingly, this led to action being taken by the operator, the industry standards board, and the locomotive's design owner.

In the marine sector, we also finalised a significant investigation into the sinking of a pair of tugs in Devonport, Tasmania, after they were impacted by an Australian-flagged bulk carrier, when its crew failed to select the correct steering setting during a turn in the port's swing basin. This investigation made findings – and resulted in safety action by the operator – relating to bridge resource management, a key component of all safe marine operations. It also reflected on the response by the port operator, with more safety lessons emerging for that side of the industry as well.



As a relatively small, operationally-focused agency, the ATSB needs to anticipate change and adapt to ensure we are meeting the needs of government, industry, and the travelling public. Accordingly, during 2023 we launched our inaugural strategic plan, detailed later in this report. This plan was developed from extensive work with staff from across the agency. It clearly identifies the key objectives, strategies, and actions to be given priority over the short to medium term, with a focus on:

- enhancing our products and stakeholder engagement for improving transport safety
- fostering organisational resilience
- affirming our role as the national transport safety investigator.

One area of that plan which has already yielded significant benefit has been a greater utilisation of audio-visual content. Through an expansion of the ATSB's digital media production capabilities, we are able to develop more animations and videos to support our report releases. These products not only provide a better understanding for the audience already engaged in our reports; they also bring more people into the safety conversation, with high engagement levels across social media, and a high utility for television and online media outlets.

Over coming years, the strategic plan will aim to further improve the ATSB's ability to provide greater value for persons and organisations seeking to use our products to take safety action.

Based on my interactions with a range of peer international safety investigation bodies since joining the ATSB, it is evident the agency remains highly regarded, and among the world's leading transport safety agencies. I remain fully committed to continuing to work innovatively and collaboratively with all relevant stakeholders to enhance and amplify our contribution to improving transport safety, both domestically and internationally.



Angus Mitchell
Chief Commissioner and Chief Executive Officer

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ABOUT THE ATSB

The ATSB is an independent statutory agency of the Australian Government. It is governed by a Commission and is entirely separate from transport regulators, policy makers and service providers. The ATSB's function is to improve transport safety in aviation, rail and interstate and overseas shipping. The ATSB does this through:

- the independent investigation of transport accidents and other safety occurrences
- safety data recording, analysis, and research
- influencing safety action.

In accordance with the *Transport Safety Investigation Act 2003* (TSI Act), the ATSB cannot apportion blame, assist in determining liability or, as a general rule, assist in court proceedings. Its sole focus is the prevention of future accidents and the improvement of transport safety. The ATSB is also required to be independent, in the interests of avoiding conflicts of interest and external interference in its role.

VISION

Transport without accidents

MISSION

We improve transport safety for the greatest public benefit through our independent investigations and influencing safety action.

PURPOSE

The ATSB's purpose is defined by its mission statement:

We improve transport safety for the greatest public benefit through our independent investigations and influencing safety action.¹

In prioritising the public benefit:

- We focus on the public interest where the safety of passengers and crew on an aircraft, train or ship is concerned. Our job is to prevent deaths and serious injuries.
- We focus on the public interest when it comes to the significant costs that can result from an accident, particularly where there is significant damage to public infrastructure or an impact on the national economy.

Through our independent investigations, we seek to identify safety issues for action by organisations with responsibility for managing that safety risk. Our approach to identifying safety issues encompasses targeting safety improvements for the greatest public benefit. The safety issues we identify are characteristic of an organisation or a system rather than a characteristic of a specific individual. We direct our resources to investigations that have the broadest safety effect on transport systems.

The ATSB does not have powers to force operators, manufacturers, or regulators to take action. Instead, the ATSB relies on its ability to influence. An influencer uses their authority, knowledge, position, and relationship to shape the decisions of others. We are building relationships with others to support safety action. We have stakeholders willing to be advocates for our safety messaging. Where we are concerned that not enough is being done in response to safety issues being raised, we will work to campaign for action that prevents accidents.

The ATSB's vision for transport without accidents is an aspirational vision for safe transport that stretches well beyond the reporting period of this Corporate Plan. What we can do during the period this Corporate Plan covers is raise expectations for government safety agencies and industry to be proactive about identifying and mitigating hazards and risks in transport systems that have the potential to result in accidents.

¹ The ATSB's purpose is consistent with the outcome statement in the Portfolio Budget Statement for the ATSB: improved transport safety in Australia including through: independent 'no-blame' investigation of transport accidents and other safety occurrences; safety data recording, analysis, and research; and influencing safety action.

KEY ACTIVITIES

The ATSB improves transport safety through the following activities:

Independent investigation of transport accidents and other safety occurrences

The ATSB conducts two different types of investigations — occurrence investigations and safety studies.

Occurrence investigations typically examine a single accident or incident in detail. The sequence of events and factual background information are documented, and findings are presented along with a safety analysis to explain those findings. These investigations may identify safety issues — ongoing systemic risks to safety — and the safety actions taken by organisations to address these safety issues. The ATSB may also issue formal safety recommendations where we assess those safety issues have not been adequately addressed.

Occurrence investigations vary in terms of scope:

Short investigations:	Limited scope and generally office based. The findings are confined to safety factors identified as proximal to the occurrence.
Defined investigations:	May involve onsite activity or be office based. The defined scope results in a limited set of findings which may include safety issues.
Systemic investigations:	Involve onsite activity and several ATSB and potentially external resources. A larger scope means these investigations are more likely to identify several safety issues.

Safety studies typically investigate multiple occurrences of a similar nature, or a potential or emerging safety issue. They are conducted as an investigation under the TSI Act and aim to uncover safety issues through the analysis of occurrence and other data.

The ATSB also publishes occurrence briefs, which are concise reports that detail the facts surrounding a transport occurrence, as received in the initial notification and any follow-up enquiries. These briefs provide an opportunity to share safety messages in the absence of an investigation.

Safety data recording, analysis, and research

The ATSB maintains the national aviation occurrence database and makes the content publicly available. We receive over 17,000 notifications of transport accidents and incidents every year, with rail and marine notifications and data provided to us via the relevant regulator.

The ATSB uses data and information it collects to identify transport safety matters that may lead to further safety enhancements through investigations, research, and targeted safety education. The ATSB generally produces official Australian aviation occurrence statistics each year, and aviation wildlife strike statistics every two years.

The ATSB also operates the voluntary and confidential reporting scheme (REPCON) for the aviation, marine and rail industries. Any person within these industries, or member of the travelling public, may submit a REPCON report of a reportable safety concern. The scheme is designed to capture safety concerns — including unsafe practices, procedures and risk controls within an organisation or affected part of the industry.

Influencing safety action

The ATSB interacts with a broad audience including governments, the public and industry. Within industry there are different participants, ranging from operators and manufacturers, to individual staff with specific safety-critical responsibilities. These audiences often require different communication styles and messages to ensure they take appropriate safety action.

The ATSB recognises that not all stakeholders who need to be informed of the ATSB's safety messaging will read detailed investigation reports. Therefore, the ATSB identifies the different audiences we engage with and the best means to educate and promote our safety messaging. Channels for communicating include social media, mainstream media such as news websites, television, radio and print media, trade media publications, and participation in industry events and forums.

The ATSB invests in studying and contributing to the methodologies and techniques used by accident investigation authorities in transport and non-transport modes across the world. We do this by employing academic discipline, supported by our continuing partnership with RMIT University. The ATSB's partnership with RMIT to deliver transport safety investigation qualifications commits the ATSB to investing in the training and skill development of people in a position to support improvements to transport safety.

The ATSB is committed to close engagement with its international counterpart agencies and relevant multilateral organisations. In line with Australian Government policy, the ATSB places a specific emphasis on engagement with countries in the Asia-Pacific region, particularly with Indonesia and Papua New Guinea.

The ATSB is also actively involved in the work of the International Civil Aviation Organization (ICAO) and the International Maritime Organization (IMO) and is an active member of the International Transportation Safety Association (ITSA).

OPERATING CONTEXT

Environment

The work the ATSB is able to undertake to improve transport safety through its investigations is contextualised through changes in the operational environment for transport industries. The transport industry is returning to its pre-COVID levels of activity. Now the headwinds of changing economic conditions with inflationary pressures and supply chain disruptions are the factors we know transport industries must contend with.

The ATSB can offer our safety knowledge and expertise in this changing environment when operators are experiencing budgetary pressure. Our experience in investigating accidents and incidents that occur amidst organisational change in a cost-pressured environment can help with applying safety lessons from the past to today.

Internally, the ATSB is working to consolidate the benefits of a significant change management program over the last few years:

- A greater focus on how we engage with our stakeholders with enhanced use of digital mediums which we know amplifies our safety messaging.
- We have evolved our recruitment strategies and practices by defining and targeting core competencies for multi-disciplined and multi-modal investigators.
- We are upgrading information, communications, and technology infrastructure to enable a more data driven approach and drive further improvements to investigation management.
- We are furthering our relationship with RMIT University to deliver tertiary qualifications in transport safety investigations.
- A de-centralisation approach to property holdings is resulting in more state-based resources being readily deployable to transport accident sites throughout Australia.
- The Transport Safety Investigation Regulations 2021 were amended with effect from 1 January 2023 to align accident and incident reporting requirements when ATSB investigation and analysis of data is most likely to be used for the greatest public benefit.

Jurisdiction

Currently, the ATSB's jurisdiction covers the transport sectors as outlined below.

Aviation	Civilian Australian-registered aircraft (excluding some recreational and sport aviation) anywhere in the world, and foreign-registered aircraft operating in Australia
Marine	Civilian interstate and overseas shipping involving: <ul style="list-style-type: none">• Australian-registered ships anywhere in the world;• foreign-registered ships in Australian waters;• foreign-registered ships en route to Australian ports
Rail	Rail operations in Australia, subject to resourcing agreements with States and Territories.

The ATSB does not have the resources to investigate every one of the thousands of accidents and incidents that occur in these sectors each year. To provide assurance that the ATSB's finite resources are being used for the greatest safety benefit, the ATSB will continue to work with government and industry stakeholders to clarify the priorities for its existing jurisdiction and the potential for its expansion.

The ATSB may investigate sports aviation accidents on an exception basis – exceptions include where an investigation has the potential to highlight wider safety issues, Australia is the state of manufacture for the aircraft, the aircraft type can also be registered with the Civil Aviation Safety Authority (CASA), or there is a third-party risk.



Consistent with the Minister’s SOE for the ATSB, the ATSB will provide input into the Australian Transport Safety and Investigation Bodies Financial Review announced in the 2023-24 Budget.

The ATSB will also be prepared to provide input into other government-led work examining potential roles for the ATSB in investigating accidents and incidents involving domestic commercial vessels, and heavy road and automated vehicles.

The ATSB will take account of international agreements when reviewing its current jurisdiction. In aviation this includes the Convention on International Civil Aviation and in marine, the Safety of Life at Sea Convention. Under these conventions and supporting documents, there are expectations relating to investigating certain categories of accidents and incidents. The ATSB will have regard to these expectations but will have as its primary focus, using its resources to investigate those occurrences that provide safety lessons of the greatest public benefit.

Technology

New technologies are increasingly being adopted in transport. These technologies are improving efficiency, enabling new types of transport operations, improving safety and much more. Into the future we can expect new advancements in technology and subsequently, further change in how transport operates.

<p>Automation While the aviation sector has seen increasing levels of automation for decades, fully automated transport is now expanding into other transport modes. For example, Rio Tinto now operates up to 220 autonomous haul trucks in the Pilbara operations. across 1,700 km of autonomous rail network in Western Australia’s Pilbara region. In 2018, each truck was estimated to have operated on average 700 hours more than conventional haul trucks, with 15% lower costs, delivering clear productivity benefits¹.</p>	
<p>Big data and complex systems Transport operators are collecting and analysing vast amounts of data about asset tracking, scheduling, route optimisation, and equipment repair to improve efficiency and</p>	

¹ Case Study: Rio Tinto’s Experience With Automation Improving Safety for Employees and Creating Value, published 15 March 2021, [2021-01-11-Rio-Tintos-Experience-with-Automation-and-People.pdf \(gmggroup.org\)](https://www.gmggroup.org/2021-01-11-Rio-Tintos-Experience-with-Automation-and-People.pdf), accessed 10 July 2023.

reduce costs².

For example, shipping companies are starting to employ predictive maintenance programs. Instead of only relying on a standard maintenance schedule or waiting for engines to fail, sensors monitor engine performance and alert engineers of potential maintenance issues before they become a more significant issue³.

Remotely piloted technology

Remotely piloted technologies are increasingly being adopted – replacing some existing piloted operations and enabling other new operations. The number of remotely piloted aircraft systems (RPAS) is growing rapidly in Australia. For example, the Queensland Police Service is now trialing RPAS to help police during "static-type" jobs such as sieges, searches for missing people, intelligence operations and disaster management. The ATSB is also increasing the use of RPAS in support of our own investigations, including for site mapping⁴.



² Solomon, Mark B, 2016, 'Big data, analytics could be a welcome tonic for the beleaguered liner shipping trade', *DC Velocity*, www.dcvelocity.com/articles/20161024-big-data-analytics-could-be-a-welcome-tonic-for-the-beleaguered-liner-shipping-trade/

³ Oyku, 2017, *Maersk and digital revolution in shipping industry*, <https://digit.hbs.org/submission/maersk-and-digital-revolution-in-shipping-industry/>

⁴ Chomicki, Choe, *Queensland Police Service unveils drones, but military-grade tech comes with limits*, [Queensland Police Service unveils drones, but military-grade tech comes with limits - ABC News](https://www.abc.net.au/news/2023-07-10/queensland-police-service-unveils-drones-but-military-grade-tech-comes-with-limits/10311144), accessed on 10 July 2023.

ATSB STRATEGIC PLAN 2023-25

During 2022-23, the ATSB commenced development of its inaugural Strategic Plan. Our approach was to involve consultative groups from across the agency, bringing them together to identify and articulate what are the goals and strategies ATSB need to have to deliver the objectives described in the Minister's SOE. There was representation from all areas across the ATSB with over 38 officers being involved, including the Senior Leadership Team.

The inaugural Strategic Plan is for three years commencing 2023 to 2025, reviewed on an annual basis by the Senior Leadership Team.

The Senior Leadership Team agreed to three strategic goals, supported by six strategies. With one strategy supporting all three strategic goals. The three strategic goals are:

- To influence positive transport safety outcomes through independently identifying and sharing safety concerns and fostering safety awareness, knowledge, and action.
- To position the ATSB to be Australia's national transport safety investigator, maximising safety outcomes across transport sectors through growth and innovation.
- To be an enduring and adaptable organisation that delivers on its outcome across changing environments by investing in its people, systems, and partnerships.

These goals and strategies have been updated to reflect the new Minister's SOE, effective from 1 July 2023. The ATSB Strategic Plan placemat can be read in full at [Home | ATSB](#).



PERFORMANCE

We have set performance measures that seek to demonstrate our ability to improve transport safety. These measures balance effectiveness, efficiency, and investigation outputs. While the targets for each of these measures are quantitative, as appropriate, the results will be supplemented by qualitative information to give greater context and meaning.

Effectiveness

1. Outcome: Improve transport safety for the greatest public benefit through our independent investigations and influencing safety action.

KPI	Target 2023-24	Target 2024-25 and beyond
Number of safety issues that are addressed through safety action.	a) 65% of safety issues addressed in the last financial year. b) 85% of safety issues addressed in the previous financial year.	

Comment: The performance targets for outcome 1 recognise that some safety issues will take time to be actioned by stakeholders. We expect that some safety issues not actioned in the year they are identified will be addressed the ensuing year. There also needs to be some tolerance for a minority of safety issues identified not being actioned. The ATSB does not have powers to force operators, manufacturers, and regulators to take action. The ATSB relies on its ability to influence.

2. Outcome: We identify safety issues additional to those identified by industry and government safety agencies for the greatest public benefit through our occurrence investigations and safety studies.

KPI	Target 2023-24	Target 2024-25 and beyond
Number of Systemic, Defined, and Safety Study investigations completed by ATSB that identify safety issues.	65% of investigations identify a safety issue.	
Percentage of all investigations that identify at least one safety issue not already identified by others.	Project 50% of systemic and defined investigations completed in 2023–24 identified safety issues not identified by others.	Project 50% of systemic and defined investigations completed in 2023–24 identified safety issues not identified by others.

Comment: The measures for outcome 2 are targeted towards demonstrating that the ATSB adds value. If we commence a systemic investigation there should be a strong prospect of finding a safety issue. We intend 50% of those safety issues are ones that have not been identified by another entity. When reporting on these measures, additional qualitative information will be provided summarising the significant safety action taken in response to the safety issues identified.

Efficiency

- 3. Outcome:** We efficiently use our resources to conduct investigations through selective investigation processes and project management discipline.

KPI	Target 2023-24	Target 2024-25 and beyond
On an average annual basis, the ATSB will be conducting around twice the number of investigations as it has available investigators.	Projecting 90 active investigations	Projections to be revised annually based on known full time equivalent investigators.

Comment: This outcome and KPI focuses the ATSB's attention on managing its limited resources. The performance measure has been set with a target consistent with resourcing and investigation output expectations for similar investigation agencies internationally.

Outputs

- 4. Outcome:** ATSB safety-related information is shared in a timely manner for the benefit of those needing awareness of relevant hazards, risks and trends or taking safety action, through publishing information in accordance with committed timeframes.

KPI	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27
Median time to complete investigations.	Short: 6 months Defined: 12 months Systemic: 18 months	Short: 6 months Defined: 12 months Systemic: 18 months	Short: 6 months Defined: 12 months Systemic: 18 months	Short: 6 months Defined: 12 months Systemic: 18 months

- 5. Outcome:** Investigations of transport occurrences, and safety studies are defensible, to ensure industry and government confidence in our work, through the use of evidence based and systemic investigation processes.

KPI	Target 2023-24	Target 2024-25 and beyond
Number of changes to the ATSB's published investigation finding over the previous financial year.	Zero	Zero

Comment: These measures focus on the timeliness and quality of the ATSB's investigation products. Timely sharing of safety information is important for our stakeholders with responsibility for managing risk. Our stakeholders need to have confidence in that information to be able to act.

CAPABILITY

In a rapidly-changing transport environment, the ATSB must nurture the right capabilities to meet our strategic objectives. We continue to build our capabilities through the implementation of key strategies and work plans, as overseen by our governance committees.

Workforce

Our people are dedicated professionals committed to achieving our mission: *improve transport safety for the greatest public benefits through our independent investigations and influencing safety action.*

Our workforce is our greatest asset, and the satisfaction, motivation, and retention of our employees is a key priority.

The *Workforce Plan 2023-2025: Shaping our Workforce* will guide the development of ATSB's workforce between 2023-24 and 2024-25. This plan will help us meet emerging workforce challenges and achieve our mission.

Infrastructure

In the period of this Corporate Plan, planned infrastructure investments include:

- Updating regional office fit-outs with a particular focus on physical security (meeting Protective Security Policy Framework [PSPF] requirements) and post occupational operational improvements.
- Establishing a Commonwealth National Lease (CNL) for the ATSB Brisbane Office as a result of a successful market sweep, resulting in viable and cost-effective accommodation arrangements. This will include the establishment of a fit-out, PSPF security treatments and information technology (IT) infrastructure prior to the occupation of the new premises by staff.
- Upgrades to investigation equipment such as software and hardware including periodical refresh of video conferencing peripherals and end-user computing hardware to ensure effective support and maintenance to reduce risk and the burden of supporting deprecated hardware.

These investments will assist the ATSB to use its resources in a more efficient manner and support the agency's core work relating to transport investigations.

Over time, the ATSB's estimated capital injections fall short of the deficits associated with the non-funding of depreciation and amortisation. Without adequate injections by the Government, this represents a challenge to the ATSB in maintaining its underlying equity and asset capability going forward.

The ATSB continues to take a conservative approach towards its capital investment strategy giving priority to maintaining plant and equipment on a needs basis, to ensure the agency has the necessary equipment to conduct its investigative functions.

Information and Communications Technology

The ATSB's Information and Communications Technology (ICT) Strategic Plan and Roadmap is designed to provide a plan for information, communications, and technology in support of our organisational objectives. Improvements in collaboration will continue as the ATSB moves away from owning and operating our ICT infrastructure towards consuming these as a service where possible. The ATSB continues to leverage cloud technologies and transition to an alternative managed services model.

This work is motivated by several factors, including:

- the need to better support ATSB core operations that involve collaboration between staff and other stakeholders at partner and client sites and in the field.

- greater emphasis on post-investigation functions such as leveraging data and publishing findings to a broad audience to affect changes in behaviour and policy that improve transport safety outcomes.
- the current Whole-of-Government emphasis on a cloud-first approach to IT service delivery outlined by the Digital Transformation Agency (DTA).

The ICT Strategic Plan and Roadmap has been successfully implemented, and a new 5-year plan will be developed to underpin the organisational Strategic Plan within the next 12 months.

The ATSB's core investigation management business system (AIMS) has now been in operation for 2 years. This next 12 months will continue to see an investment of resources to continue to enhance the productivity and capability of this asset in partnership with operational staff.

The ATSB will continue to work with the Bureau of Infrastructure and Transport Research Economics (BITRE) which is leading the development of an integrated aviation data sharing platform. ATSB will continue to invest in its data capabilities and underlying infrastructure to support continued maturity in this space.

ATSB will undertake a market approach for the support of its IT managed services to prepare in advance of the expiration of the current IT managed services contract.

Financial resources

The ATSB's funding varies by transport mode. Aviation activities are funded through Commonwealth appropriation. Marine activity is also funded through Commonwealth appropriation, consistent with our established jurisdiction of certain civilian interstate and overseas shipping. The ATSB is not resourced for domestic commercial vessel investigations.

A comparatively small amount of our funding is for rail. The majority of the ATSB's rail investigation resourcing is supplemented by fee-for-service and up-front agreements with some states and voluntary provision of investigation resources by others. The ATSB has provided advice to relevant inquiries that the fee-for-service model has led to inadequate resourcing for rail safety investigations. The ATSB cannot predict whether it will receive funds from a state in any given year, which is an obstacle for retaining trained and qualified investigation resources. A further factor is that the ATSB has been unable to negotiate new agreements in three states to cover the costs of investigations. As such the ATSB may not be able to investigate rail occurrences in some states due to being unable to retain resources for those states.

Detailed information regarding ATSB funding for 2023-24 can be found in the Portfolio Budget Statements [Portfolio budget statement | ATSB](#).

COOPERATION

The ATSB can identify safety issues but has no powers to make others take safety action. Instead, the ATSB actively engages with stakeholders who are already safety advocates and who may be able to work with the ATSB on influencing others to improve safety. The ATSB has memoranda of understanding with a number of industry associations who can reach out to their members with messaging that is tailored to their working environment.

In addition, the ATSB uses domestic and international forums hosted by others to share priority safety messages. The ATSB also engages with stakeholders directly where it is appropriate for the ATSB to provide information on its role and explain its reasoning for making particular findings.

Where the ATSB is concerned about inaction on areas of safety concern, the ATSB seeks to work with others, such as Coroners, regulators, and government-led safety inquiries, to influence safety action.

Identifying safety risks is a shared responsibility, and regulatory authorities, industry and others investigate, research, and conduct data analysis where the ATSB does not. From a safety system perspective, the ATSB needs to have confidence that others are properly identifying the hazards and risks from the occurrences and data where the ATSB is not involved.

The ATSB will continue to engage with governments and industry to ensure appropriate organisations are involved for different occurrences. The ATSB's partnership with RMIT University for the delivery of investigation courses supports the enhancement of capability in others, where required.

To deliver rail safety investigation services in New South Wales and Victoria, the ATSB has a collaboration agreement with independent investigation agencies in those states. The agreement provides for resources from those agencies to be used to conduct investigations under the Commonwealth's *Transport Safety Investigation Act 2003*.

RISK MANAGEMENT

As Australia’s national aviation, rail, and marine safety investigator, the ATSB is experienced in risk management for the purpose of identifying safety risks in industry so that they can be effectively managed. In a risk management framework, these safety risks are shared risks where the ATSB, the regulator and industry participants need to work together to improve safety.

Risk approach

Risk management in the ATSB is about improving organisational performance and resilience, providing the ATSB with confidence to make difficult decisions, and identifying and exploring opportunities.

The ATSB has revised its agency risk management framework to align with contemporary Commonwealth policy and guidance. The revised risk management framework will be embedded in the ATSB strategic, operational, and business planning processes by developing training material to advance our risk culture and capabilities during 2023-24.

Our critical success factors

The ATSB’s appetite and tolerance for risk is mapped to defined categories of critical success factors which relate to the agency’s organisational objectives.

Category	Tolerance Statement
Delivery	<p>Cautious (Low): Prefer safe options with little risk of adverse exposure for agency and/or the government.</p> <p>Tolerance (Medium): Noting a <i>cautious</i> appetite for risk around delivery of outputs and outcomes, we are willing to take a <i>moderate level of additional risk</i> (in certain circumstances) in order to achieve positive safety outcomes.</p>
Injury (physical or psychological)	<p>Cautious (Low): Prefer safe options with little risk of adverse exposure for agency and/or the government.</p> <p>Tolerance (Low): Noting an <i>accepting</i> appetite for risk around safety, as we operate in higher risk environments, we seek to manage such risks carefully, and we are <i>unwilling to take further risks</i> exposing injury to our staff or stakeholders.</p>
Financial	<p>Accepting (Medium): Willing to consider all options and choose the one that is most likely to result in successful delivery while also providing a reasonable degree of the protection from high risks.</p> <p>Tolerance (Medium): Noting an <i>accepting</i> appetite for financial risk in a cost constrained environment, we accept <i>certain additional financial exposure</i> in order to deliver safety outcomes. We will always work with funders actively to ensure awareness of risk being taken.</p>

Category	Tolerance Statement
Legal	<p>Cautious (Low): Prefer safe options with little risk of adverse exposure for agency and/or the government.</p> <p>Tolerance (Low): Noting a <i>cautious</i> appetite for legal risk as a representative of the Commonwealth, we will take and <i>accept only limited additional risks</i> that breach our legal authority or compliance obligations under any circumstances.</p>
Reputation	<p>Cautious (Low): Prefer safe options with little risk of adverse exposure for agency and/or the government.</p> <p>Tolerance (Medium to High): We have a cautious appetite for reputation risk as our reputation is essential to our effectiveness as an influential safety investigation transport agency. However, in order achieve material and sustained transport safety outcomes, we will accept some level of reputational impact.</p>
Security	<p>Cautious (Low): Prefer safe options with little risk of adverse exposure for agency and/or government and/or public premises or information.</p> <p>Tolerance (Low): Noting a <i>cautious</i> appetite for security risk, we will take and <i>accept only limited additional risks</i> that expose our information holdings, premises, or assets to unauthorised access under any circumstances.</p>

Enterprise Risks

Risk	Controls and Treatments
<p>The ATSB does not have enough financial resources to make an effective contribution to improving safety across the modes.</p> <p>The context for this risk is inconsistency with state government funding for rail investigations and the increasing employee and supplier costs versus appropriation.</p>	<p>ATSB has received a funding injection for 2023-24 only. This increase reestablishes ATSB's baseline funding. ATSB expects to participate in the Review of the safety transport and investigatory agencies during 2023-24.</p>
<p>The ATSB fails to share safety information in a timely manner resulting in a delay in safety action that could prevent an accident.</p> <p>The context for this risk is the challenges the ATSB has experienced in meeting timeliness targets for the publication of reports.</p>	<p>The ATSB does not rely on the publication of investigation final reports alone to share safety information. The ATSB shares safety information as soon as practicable with stakeholders who need to act on it, including through direct interactions with stakeholders, and the publication preliminary and interim reports, and Safety Advisory Notices.</p> <p>Efficiency performance measures assist the ATSB with managing its case load. Leadership training has focused on accountability for performance.</p>

VALUES AND PRINCIPLES

The ATSB has systems and controls in place to ensure we manage resources efficiently, effectively, and ethically in accordance with the provisions of the *Public Governance, Performance and Accountability Act 2013*.

While protecting our independence, we work closely with transport safety regulators and the aviation, marine and rail industries. We approach our work in accordance with five key principles intended to maintain trust in our organisation:

- Independence – we think for ourselves
- Engagement – we work with others
- Rigour – we rely on evidence
- Innovation – we are open to new ideas
- Relevance – we make a difference.

The ATSB fosters a culture where we:

- treat each other with dignity and respect, valuing our people as our greatest resource
- work across the ATSB as ‘One Team’
- search for the truth to enhance transport safety.

ATSB’s five key principles and culture are backed by our commitment to the Australian Public Service (APS) Values set out in the *Public Service Act 1999*:

- **Impartial:** The APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.
- **Committed to service:** The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.
- **Accountable:** The APS is open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
- **Respectful:** The APS respects all people, including their rights and their heritage.
- **Ethical:** The APS demonstrates leadership, is trustworthy, and acts with integrity in all that it does.

PUBLIC GOVERNANCE, PERFORMANCE ACCOUNTABILITY RULE REQUIREMENTS

The ATSB has prepared this Corporate Plan in accordance with the requirements of:

- Subsection 35(1) of the Public Governance, Performance and Accountability (PGPA) Act 2013 and
- The Public Governance, Performance, Accountability Rule 2014.

The table below outlines each relevant requirement and where it is covered in the Corporate Plan.

Requirement	Page
Introduction <ul style="list-style-type: none"> • Statement of preparation • The reporting period for which the plan is prepared • The reporting periods covered by the plan 	3
Purpose	8
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Risk management	20

