



Australian Government

Australian Transport Safety Bureau

ATSB Corporate Plan 2025-26

For the period 2025-26 to 2028-29

Acknowledgement of Country

The Australian Transport Safety Bureau acknowledges the Traditional Owners of Country throughout Australia and acknowledges their continuing connection to land, water and community. We pay our respects to the people, the cultures and the Elders past and present.

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Chief Commissioner's foreword

It is my pleasure to present the Australian Transport Safety Bureau's corporate plan for the period of 2025-26 to 2028-29, in which we outline our priorities and key activities to deliver on our purpose. It also sets out the broader environment we operate in, our risks and capabilities, and how we will measure our performance.

Our primary focus is to improve transport safety through the independent investigation of accidents and incidents in aviation, marine and rail. We prioritise investigating accidents or incidents that occur in these modes that are most likely to provide the greatest public benefit.

When determining investigations that will provide the greatest public benefit we consider:

- the safety of passengers and crew on an aircraft, train, or ship
- significant damage to public infrastructure
- impact on the national economy.

We have a small but dedicated workforce with specialist knowledge and skills that allow us to fulfil our role as Australia's national transport safety investigator. We will continue to invest in the capability of our staff, and improving the systems and technology that support them.

Due to our independence, the ATSB plays a unique role in the transport sector. Through our investigations we can take a holistic view of systems and processes and identify key systemic issues relevant across industries. Our independence from regulators and policy makers means we do not have the power to enforce action. Instead, we influence safety action through:

- our reputation as a world-leading investigative agency
- engaging with our stakeholders
- communicating our findings
- fostering awareness of safety issues and concerns.

Our ability to influence safety action is dependent on our expertise, our relationships with stakeholders, and our effective communication of safety issues and outcomes. As such we will continue to work collaboratively with industry stakeholders and representative bodies to raise awareness and encourage actions that address identified safety issues. Such actions reduce the likelihood of future incidents and accidents. We will also continue to prioritise raising public awareness of our investigations and outcomes to support ongoing confidence in Australia's transport sector.

Statement of preparation

I, Angus Mitchell, as the accountable authority of the Australian Transport Safety Bureau (ATSB), present the ATSB Corporate Plan 2025-26 for the period 2025-26 to 2028-29, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



Angus Mitchell

Chief Commissioner and Chief Executive Officer

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Part 1: About the ATSB

Our role

The ATSB is an independent statutory agency established under the *Transport Safety Investigation Act 2003* (TSI Act). Under the TSI Act, the ATSB's core function is to improve safety in aviation, rail and marine transport.

We are Australia's national transport safety investigator. Our specialist transport safety investigators work with our safety reporting, data and analysis teams to support continuous improvement in transport safety. These teams are supported by our corporate enabling services. Working together, we deliver our functions.

In accordance with the TSI Act, it is not a function of the ATSB to apportion blame or assist in determining liability. Our sole focus is the prevention of future accidents and the improvement of transport safety.

Significantly, the ATSB is independent of operators, manufacturers, regulators and government policy makers. Unconstrained by conflicts of interest, we report publicly, influencing safety action.

To maximise the use of our limited resources, we prioritise investigations of transport safety matters that have the potential to deliver the greatest public safety benefit. The ATSB investigates transport safety matters involving the following:

- Civilian Australian-registered aircraft (excluding recreational and sport aviation) and foreign-registered aircraft operating in Australia

Aviation



- Civilian interstate and overseas shipping and foreign ships in Australian waters or en route to Australian ports

Marine



- Rail operations in Australia (often under a collaboration or resourcing agreement with states and territories)

Rail



The ATSB may also investigate occurrences overseas involving Australian flagged vessels or provide support to overseas authorities investigating Australian registered aircraft.

Our purpose

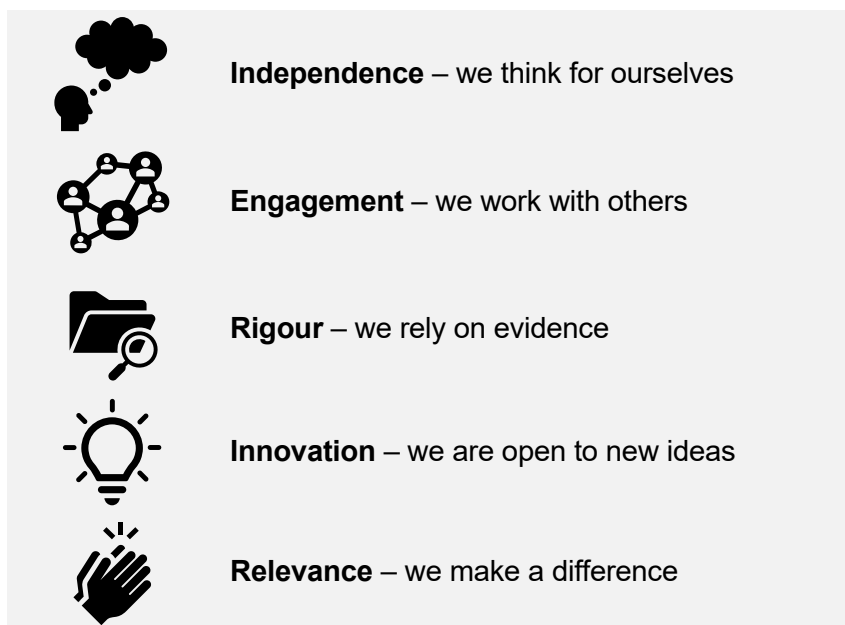
Purpose and Vision

We influence transport safety improvements for the greatest public benefit through independent no-blame investigations and fostering safety awareness. Our vision is to maintain effective transport without accidents.

How we work

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 5 key principles intended to maintain trust:

Our principles



Through these principles we foster a culture where we:

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

Minister's Statement of Expectations

Under the TSI Act, the Minister may provide a notice of strategic direction to the ATSB. This notice is provided through a Statement of Expectations (SoE). The current SoE was issued to the ATSB in 2023 and covers the period 1 July 2023 to 30 June 2025. The SoE provides greater clarity around ATSB's governance, strategic direction, key initiatives and stakeholder engagement. The ATSB ensures its activities and strategic direction are consistent with those detailed in the SoE.

Governance

We will continue to maintain better practice governance arrangements, ensuring:

- conflicts of interests (both perceived and actual) are managed appropriately and in line with relevant policies and procedures
- the effectiveness of ATSB's operations are enhanced through the effective operation of the Commission
- quarterly progress reports are provided to the Minister, detailing progress on our activities and performance.

Strategic direction

We ensure our functions are performed in line with the TSI Act, the PGPA Act and other applicable legislation. Our resources are utilised appropriately and managed in accordance with our workforce plan, following best practice principles and guidelines.

Whilst performing our role as Australia's national transport safety investigator, we ensure our functions are consistent with Australia's international obligations (including the requirements of the International Civil Aviation Organization and the International Maritime Organization). We focus on improving transport safety as the highest priority, including through:

- prioritising investigations that deliver the greatest public benefit
- participating in Australia's transport safety policy and regulatory environment
- working collaboratively with stakeholders and state-based investigation authorities
- undertaking research and analysis
- fostering public awareness and education on transport safety
- reviewing, promoting and sharing investigation policies and practices to remain best practice and advance the national and international safety agenda.

Key initiatives

Over the next period, we will focus on the following key initiatives:

- implementing workforce planning to meet current and emerging challenges
- partnering with RMIT University to provide a centre of excellence for transport safety and investigation
- collaborating with other countries (especially those in the Pacific region) to improve accident investigation capability and compliance with international protocols
- undertaking research activities to collect and analyse data on topics with significant prospects of improved transport safety and the greatest public benefit
- providing input to Commonwealth Government reviews or inquiries regarding the ATSB's operations and jurisdictions across different modes of transport, as required
- working closely with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the department) to develop options to address long-term sustainability.

Stakeholder engagement

Stakeholder communication and engagement is particularly important to influencing improvements to transport safety. We ensure our messaging is targeted to specific stakeholders and delivered through appropriate mediums.

We will continue to work with the department and other government agencies, including the Civil Aviation Safety Authority, Airservices Australia, the Australian Maritime Safety Authority and the Office of the National Rail Safety Regulator to deliver integrated and comprehensive safety advice to government, industry and the community.

We will also engage closely with aviation, rail and maritime regulators and policy makers to ensure the appropriate sharing and use of safety information.

Key activities

We achieve our purpose by undertaking the following activities:

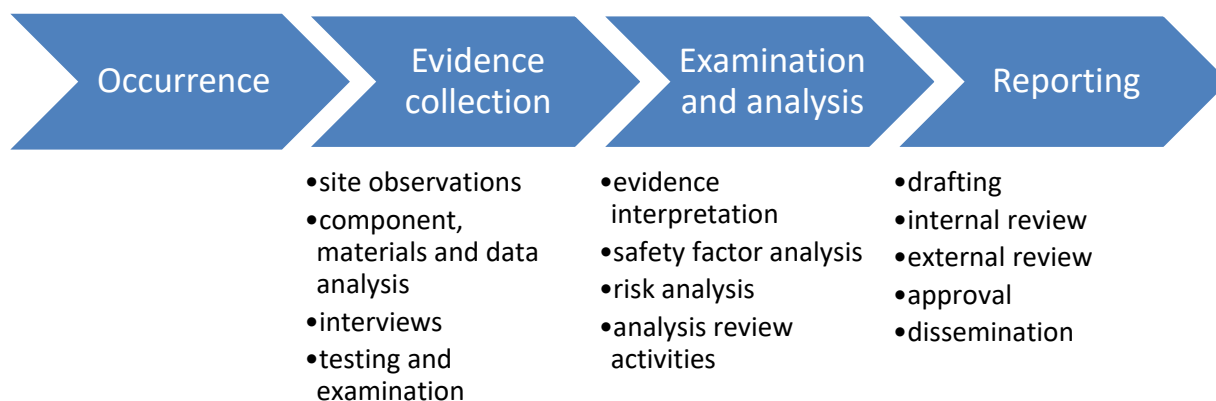
- Investigating transport safety matters
- Collecting, analysing and sharing safety data
- Influencing safety improvement
- Providing leadership in transport safety investigation.

Investigating transport safety matters

We conduct independent, no-blame investigations into aviation, marine and rail incidents. We prioritise those investigations that have the potential to deliver the greatest public benefit through improvements to transport safety.

We do not investigate for the purposes of taking administrative, regulatory or criminal action. Our investigations focus on determining the factors that led to an accident or safety incident so that lessons can be learned and transport safety improved in the future.

The process of an investigation involves key phases which are summarised below:



Desired outcome: Our investigations result in timely findings that enable learning and safety improvements.

Collecting, analysing and sharing safety data

We are responsible for collecting relevant safety data and reporting information. We:

- Operate the voluntary and confidential reporting scheme (REPCON) that allows anyone with an aviation, marine or rail transport safety concern to report it confidentially. The scheme aims to identify unsafe procedures, practices and conditions.
- Process mandatory reporting notifications of transport accidents and incidents. Mandatory aviation notifications are received directly by the ATSB, with rail and marine notifications provided by the relevant regulator.
- Maintain the National Aviation Occurrence Database which is publicly available on our website: [National Aviation Occurrence Database | ATSB](#). Information in the database is collected through mandatory aviation reporting requirements detailed in the TSI Act and the associated Regulations.

- Publish statistics on aviation wildlife (bird and animal) strike incidents through the National Aviation Wildlife Strike Dashboard: [National Aviation Wildlife Strike Dashboard | ATSB](#). These incidents continue to be the most common aviation occurrence reported to the ATSB.

In addition to the above, we undertake safety studies, analysing multiple occurrences of a similar nature, or a potential emerging safety issue. We also publish occurrence briefs which are short factual summaries of transport safety occurrences.

Desired outcome: Our safety insights are shared, dependable, accessible and timely.

Influencing safety improvement

We improve transport safety through our ability to influence change in transport systems. Our ability to influence safety improvement and action is dependent on our knowledge, reputation, and engagement with key stakeholders. We engage with a broad range of stakeholders within the transport system including government, industry, regulators, operators, media and the public.

Through our investigations, we identify safety issues and recommendations. Once an investigation is published, we monitor and track progress of safety action from relevant parties to address these issues. We ensure safety action is taken in a timely manner and adequately addresses the risk of the issue identified.

In addition to publishing detailed investigation reports, we also seek to build awareness of safety issues through other promotional means such as video and animations, media engagement, social media, and participation in industry events and forums.

Desired outcome: Stakeholders are aware of and act on safety issues, messages and advice.

Providing leadership in transport safety investigation

In our role as Australia's national transport safety investigator, we provide leadership in best practice transport safety investigation, both nationally and internationally.

We play a key role in building knowledge and education in the transport investigation space through our ongoing partnership with RMIT University, offering graduate certificates and diplomas in transport safety investigation. Through this course, industry participants can undertake the same core transport safety investigation training as ATSB staff.

We continually review our investigation policies, practices and techniques to ensure that they remain at the forefront of global best practice. In addition to this, we also represent Australia at international forums on transport safety and utilise our subject matter expertise to assist with investigations in other countries, particularly in the Asia Pacific region.

Desired outcome: We influence best practices nationally and internationally in transport safety investigation and reporting.

Part 2: Operating context

Our ability to achieve our purpose is influenced by external factors. These factors can be both within our control or outside of our control, and include our operating environment, the skills and capability of our staff, and the systems that support them.

Operating environment

The ATSB works in a complex operating environment, across the aviation, marine and rail industries. Trends across these industries, as well as broader trends such as technological changes, the financial environment, and general complexities of investigations, offer both challenges and opportunities for the ATSB in delivering on its purpose.

Industry and technological trends

Trends across the aviation, marine and rail industries have an impact on the potential occurrence of incidents and influence ATSB's ability to achieve its purpose.

Factors	Implications
Passenger numbers and movements of aircraft, ships and trains	Increasing movements and patterns of aircraft, ships and trains can put strain on the transport system and potentially increase the likelihood of a safety incident occurring.
Regulatory changes	Regulatory changes target improvements to safety. However, change can also create organisational influences that affect safety management processes and risk controls in the regulated industries.
Trends towards environmentally sustainable practices	Innovative technologies and initiatives such as the International Maritime Organization 2050 net zero greenhouse gas emissions target can lead to a reduction in emissions and enhance efficiency of operations. This may also lead to new organisations operating in the transport industry.
Digital technologies	The adoption of digital technologies can aid safety but they also create additional risks. It is important that safety practices keep pace with the introduction of new technologies and ways of working.
Automation and remotely piloted technologies	Increased automation and the use of remotely piloted technologies in the transport sector create challenges as well as opportunities for the systems and processes that support these technologies.
Data and analysis	The increased availability of data and information can lead to the identification of emerging trends and risks through analysis and reporting. This can result in these risks being mitigated early through safety enhancements.

Financial environment

The ATSB's funding varies by transport mode. Commonwealth funding is received for aviation activities and certain civilian interstate and overseas shipping activities. The ATSB is not funded for domestic commercial vessel investigations, or for investigations in recreational and sport aviation.

Under the intergovernmental framework for rail safety, the majority of the ATSB's funding for rail is meant to be provided by state and territory governments. The role of the states and territories in this arrangement differs considerably across jurisdictions. Collaboration arrangements are in place with New South Wales and Victoria for investigations to occur with resources from state government agencies. Queensland provides set funding for a limited number of investigations in that state. The other states and territories have not made arrangements for investigations in their jurisdictions. The ATSB continues to work with governments to provide greater certainty around its role in the rail industry.

The Australian Government handed down the 2025-26 budget on 25 March 2025. For 2025-26 the ATSB has budgeted operating expenditure of \$32.2 million, which includes a one-off appropriation of \$3.9 million to maintain the average staffing level at 110. The ATSB continues to manage these funding constraints to ensure that our resources are managed efficiently, and investigations which provide the greatest public benefit are prioritised.

Detailed information regarding ATSB funding for 2025-26 as well as the forward estimates can be found in the [Portfolio budget statements | ATSB](#).

Capability

In a rapidly-changing environment, the ATSB must implement strategies and plans to ensure that we have the right capabilities to achieve our purpose. We continue to build our capabilities through the implementation of key strategies and work plans, as overseen by our governance committees.

People

Our people are critical to achieving our purpose to improve transport safety for the greatest public benefit. Our workforce is our greatest asset and the satisfaction, motivation, and retention of our employees is a key priority for the ATSB.

The ATSB Workforce Plan 2025-26 outlines how we will attract, develop and retain a highly capable workforce to ensure we remain suitably skilled to deliver on our purpose. We know through strategic planning and assessment of our environment that future investigators will need to be curious, digitally proficient professionals, with strong influencing skills. Our highly skilled corporate and support staff come from a broad range of job families and are required to be adaptable, innovative and engaged.

To support the capability of our people, the workforce plan details strategies on how we will:

- **attract and recruit** excellent candidates with broad skills and teach them how to become world class investigators and strong leaders
- deliver an integrated approach to **learning and development** – focused on training our people to remain at the forefront of technical capability, and embedding continuous learning within our work practices
- focus on identifying opportunities and mechanisms to **support retention** across the organisation
- continue to uphold an **organisational culture** that is driven by the ATSB principles and focused on providing a positive and safe working experience for our people.

In 2025-26 we will focus on implementing the actions identified in our 2025-26 Workforce Plan to ensure we are well positioned to deliver on our purpose and objectives.

To support our staff, the ATSB is focused on implementing the ATSB Health and Wellbeing Strategy which ensures we provide a safe and supportive workplace for all staff. It focuses on ensuring programs, supports and services are in place to empower our staff by focusing on:

- mental health
- physical health
- our culture
- community engagement.

The Health and Wellbeing Strategy is supported by our commitment to create an inclusive workplace where all people feel valued and respected. At the ATSB we recognise we are stronger when we draw on the broad range of perspectives, experiences and specialised skills of our people. Throughout the period of this corporate plan, we will continue our focus on implementing the Diversity and Inclusion Action Plans.

Strategic Commissioning Framework

The Strategic Commissioning Framework is part of the Australian Government's commitment to reduce inappropriate outsourcing and strengthen the capability of the APS.

The ATSB operates in line with the Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.

Information and communications technology

We are exploring ways to leverage technology to improve the capability of our staff and our investigations. The ATSB's Information and Communications Technology (ICT) Strategic Plan and Roadmap provides a plan for how we will utilise information, communications, and technology in support of our organisational objectives. Over the period of this corporate plan, we will:

- leverage cloud technologies to improve efficiency, responsiveness and compatibility
- develop a modern and supportable standard operating environment
- provide a strong, resilient and reliable IT environment to combat increasing security and cyber threats
- refine our digital record-keeping policies and procedures to meet business needs, accountability requirements and stakeholder expectations
- continue to build data and analysis capability for both internal and external use.

This work is motivated by several factors, including:

- the need to better support ATSB core operations that involve collaboration between staff and other stakeholders
- greater emphasis on leveraging data and publishing findings to affect changes in behaviour and policy that improve transport safety outcomes
- whole-of-government initiatives such as the Data and Digital Government Strategy to deliver simple, secure and connected public services.

Infrastructure

We continue to prioritise infrastructure (both ICT and physical infrastructure) for our geographically diversified workforce. This ensures staff can effectively collaborate with each other and our stakeholders. Over the period of this corporate plan, planned infrastructure investments include:

- new hardware and upgrades to existing operating systems to improve security and the efficiency of staff
- updates to our office equipment including new printers to streamline workflows
- exploring ways in which virtual reality and artificial intelligence can be utilised across the agency to improve the efficiency and effectiveness of staff.

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

Cooperation

We work closely with a variety of stakeholders to influence and deliver safety advice and messaging. Our primary objective is to utilise these relationships to influence safety action and instil public confidence in aviation, marine and rail transport.

These relationships can be formal (such as those with a memorandum of understanding or collaboration agreement in place) or informal arrangements. Those partnerships which make a significant contribution towards our purpose include:

- regulators, transport service organisations and agencies we engage with on transport safety policy and regulatory frameworks
- state, territory and local governments to undertake collaborative investigations in those jurisdictions, where applicable
- community to communicate safety messaging, and foster public awareness and education
- industry organisations to communicate integrated safety advice and recommendations
- education institutions such as RMIT University to provide a centre of excellence for transport safety investigation education
- international counterparts, especially in the Asia Pacific region to build understanding and transport investigation capability.

Identifying safety risks is a shared responsibility. Regulatory authorities, industry and others investigate, research, and conduct data analysis where the ATSB cannot. 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.

Through our investigations, we engage with a number of different organisations, industry bodies and governments. We will continue to work with these organisations in a collaborative way to ensure the greatest safety outcomes are achieved.

Risk oversight and management

The ATSB engages with risk to promote efficiency, innovation and effectiveness in our operations. Effective risk management improves our performance, supports the achievement of our purpose and ensures that we can address challenges and opportunities that arise.

Risk approach

The ATSB aims to create a positive risk culture, defined through our behaviours, attitudes and values towards risk awareness, risk management and controls. Through a positive risk culture, the ATSB aims to become more resilient, adaptable, innovative and responsive to change, enabling the ATSB to achieve its organisational objectives.

The Functional Reference Group (FRG), consisting of the senior leadership team, is responsible for the oversight and implementation of ATSB's Risk Management Framework. The FRG reviews our enterprise risks on a quarterly basis and is supported by the Audit and Risk Committee.

To assist the Chief Commissioner in performing their role as the accountable authority, the Audit and Risk Committee provides independent advice to the Chief Commissioner on the appropriateness of ATSB's financial and performance reporting, systems of risk oversight management and system of internal controls as required under the PGPA Act.



Our staff at all levels are responsible for understanding, identifying, and managing risk on a day-to-day basis.



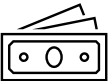







Our risk appetite and tolerance

Risk appetite is the amount of risk we are willing to accept or retain to achieve our objectives. The ATSB's risk appetite is defined using the following scale:

- **Controlled (little to none)** – Avoidance of risk is the main treatment,
- **Cautious (low)** – prefer safe options with little risk of adverse exposure to the ATSB and/or the government.
- **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 protection from high risks.
- **Open (high)** – Eager to engage with risks and opportunities when the potential benefit is great.

Risk tolerance is the level (or levels) of risk-taking acceptable to achieve a specific objective or manage a category of risk. Risk tolerance represents the practical application of risk appetite. The ATSB's appetite and tolerance, by risk category are described below.

Category	Appetite and tolerance statement
Delivery 	<p>We have a cautious (low) risk appetite for risks relating to the delivery of outputs and outcomes.</p> <p>Tolerance (Medium):</p>  <p>We are willing to take a moderate level of additional risk (in certain circumstances) to achieve positive safety outcomes.</p>

Injury (physical or psychological) 	<p>We have a cautious (low) risk appetite for risks relating to injury to staff, suppliers and stakeholders.</p> <p>Tolerance (Low):</p>  <p>We operate in higher risk environments and have no tolerance for activities or behaviours that will cause harm or injury to our staff or stakeholders.</p>
Financial 	<p>We have an accepting (medium) risk appetite for risks relating to the operating results or financial position of the ATSB.</p> <p>Tolerance (Medium):</p>  <p>In a cost constrained environment, we accept certain additional financial exposure to deliver safety outcomes. We will always work with funders actively to ensure awareness of risk being taken.</p>
Legal 	<p>We have a cautious (low) risk appetite for potential penalty or liability arising from non-compliance or failure.</p> <p>Tolerance (Low to medium):</p>  <p>We will take and accept only limited additional risks that breach our legal authority or compliance obligations under any circumstances.</p>
Reputation 	<p>We have a cautious (low) risk appetite for damage to the standing of the ATSB in the eyes of our stakeholders.</p> <p>Tolerance (Medium to High):</p>  <p>Our reputation is essential to our effectiveness as an independent transport safety investigation agency. To achieve material and sustained transport safety outcomes, we will accept some level of reputational impact.</p>
Security 	<p>We have a cautious (low) risk appetite for breaches of secure premises or information.</p> <p>Tolerance (Low to Medium):</p>  <p>We will accept only limited additional risks that expose our information holdings, premises, or assets to unauthorised access.</p>

Enterprise risks

The ATSB has identified 4 risks that are managed at an enterprise level. These are detailed in the table below along with the strategies we are currently implementing to manage them.

Enterprise Risk	How we will manage the risk
Current funding levels are uncertain and unsustainable, leading to the ATSB being unable to deliver key outputs and outcomes and failing to meet expectations of the public and the government.	<ul style="list-style-type: none"> • Work with the department to implement agreed recommendations from the 2024 Australian Transport Safety and Investigation Bodies Financial Sustainability Review. • Continue to utilise existing resources in an efficient way through workforce planning, building the capability of our staff, and prioritising investigations that will provide the greatest public benefit. • Revise our existing capital management plan, focusing on investments that will enhance our investigation capability.
Investigation reports are not published within a timely manner, resulting in the communication of safety messages being delayed and a loss of confidence in the ATSB, reducing our influence for broader safety improvement.	<ul style="list-style-type: none"> • Utilise other methods outside of the final reports to share timely safety information, including direct communication with relevant stakeholders, the release of safety advisory notices, and the publication of preliminary and interim reports. • Continue to review our organisational structure to ensure it is fit for purpose and puts people with the right skills in the right roles. • Prioritise training and support materials for our investigators, including through the introduction of the Graduate Diploma in Transport Safety Investigation in partnership with RMIT University, and the implementation of the Transport Safety Investigator Competency Framework.
Critical systems and data assets are insufficiently identified leading to inappropriate or inadequate security controls and data protection.	<ul style="list-style-type: none"> • Develop and implement the updated Business Continuity Plan and Disaster Recovery Management Plan (DRMP) • Build understanding across the agency of the shared responsibilities associated with ICT and data.
The ATSB's rail investigation function is not sufficiently resourced resulting in safety factors not being identified and adequately addressed following accidents or incidents.	<ul style="list-style-type: none"> • Continue to work with governments to provide greater clarity on ATSB's role in rail. • Implement the actions detailed in the rail investigation action plan.

Part 3: Performance

Our performance

We have set performance measures that seek to demonstrate our ability to improve transport safety. These measures balance effectiveness, efficiency, and outputs.

Key activities

We achieve our purpose by undertaking the following 4 key activities:

- Investigating transport safety matters
- Collecting, analysing and sharing safety data
- Influencing safety improvement
- Providing leadership in transport safety investigation

Further details on our key activities can be found on pages 8 and 9. The below section outlines the performance measures and targets for each of our key activities.

Performance measures

We have revised our measures in this corporate plan to introduce new measures that focus on the breadth of our key activities as an agency. We continually review our performance measures and practices to ensure they are fit for purpose and demonstrate transparency and accountability to the parliament, public and other stakeholders. We ensure our performance measures meet the requirements set out in section 16EA of the Public Governance, Performance, Accountability Rule 2014 (PGPA Rule) and are consistent with the Minister's Statement of Expectations.

We use a combination of quantitative and qualitative information to measure performance, and a balance of efficiency, effectiveness and output measures. Where appropriate we also use proxy measures to measure the efficiency and effectiveness of our activities. We use timeliness as a proxy for efficiency and engagement as a proxy for effectiveness, as it is difficult to measure the impact and efficiency of our activities.

Key Activity 1: Investigating transport safety matters

Desired outcome: Our investigations result in timely findings that enable learning and safety improvements.

Performance measure 1:

Percentage of investigations completed within 18 months

Targets			
2025-26	2026-27	2027-28	2028-29
65%	As per 2025-26	As per 2025-26	As per 2025-26

Tolerances		
Achieved The percentage of investigations that are completed within 18 months is 65% or greater.	Substantially achieved The percentage of investigations that are completed within 18 months is between 60% and 65%.	Not achieved The percentage of investigations that are completed within 18 months is less than 60%.

Why we measure this	<p>This measure relates directly to key activity 1, measuring the time taken to complete investigation reports. This is the best way in which the ATSB is able to measure efficiency. Completed investigation reports enable learnings and safety improvements through the inclusion of safety issues and actions that have been taken or are planned to be taken to address those issues.</p> <p>This measure also directly aligns to the Minister's Statement of Expectations which includes the expectation that the ATSB works towards the timely finalisation of investigations to support continuous improvement in transport safety.</p>
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	<p>The time taken to complete an investigation is calculated from the date the decision was made to investigate the occurrence from ATSB's investigation system to the date the report is published on the ATSB website.</p> <p>The calculation includes occurrence investigations conducted by the ATSB. It does not include rail investigations conducted on behalf of the ATSB by the Office of Transport Safety Investigations NSW and Chief Investigator of Transport Safety Victoria, nor investigations conducted by an external party that ATSB investigators assist with.</p>
Changes from previous year	<p>This performance measure and target is included in the 2025-26 Portfolio Budget Statements but has been modified in the 2025-26 corporate plan. The updated measure has been simplified to include a single target for all investigation types and measures the percentage of investigations completed within a specified period (rather than the median). The previous measure created separate targets for short, defined and systemic investigations and measured the median time to complete investigations. The updated measure has been streamlined to enhance readability for users and ensures it is meaningful and easily understood by the public and those outside of the transport industry.</p>

Performance measure 2:

Percentage of investigations that have a report published within 12 months

Targets			
2025-26	2026-27	2027-28	2028-29
80%	As per 2025-26	As per 2025-26	As per 2025-26

Tolerances		
Achieved The percentage of investigations that have a report published within 12 months is 80% or greater.	Substantially achieved The percentage of investigations that have a report published within 12 months is between 70% and 80%.	Not achieved The percentage of investigations that have a report published within 12 months is less than 70%.

Why we measure this	This measure relates directly to key activity 1, measuring the timeliness of information released to the public and relevant stakeholders through the release of factual preliminary reports, interim reports, final reports, or safety advisory notices. Timely information is seen as a key consideration for industry and other stakeholders.
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	<p>The 12-month target is calculated from the date the decision was made to investigate the occurrence (detailed in ATSB's investigation system), or the date the last report was published (whatever is the most recent) to the date the report is published on the ATSB website.</p> <p>A report includes a factual preliminary report, an interim report, a final investigation report, or a safety advisory notice.</p>
Changes from previous year	This is a new measure.

Key Activity 2: Collecting, analysing and sharing safety data

Desired outcome: Our safety insights are shared, dependable, accessible and timely.

Performance measure 3:

Percentage of non-investigation products that are published within set timeframes

Targets			
2025-26	2026-27	2027-28	2028-29
<ul style="list-style-type: none"> 90% of aviation mandatory notifications (reportable matters) within 30 days 90% of occurrence briefs within 6 weeks 90% of outcomes from de-identified confidential reports (REPCON) within 4 months 	As per 2025-26	As per 2025-26	As per 2025-26
Tolerances			
Achieved All targets are met. 90% or greater of non-investigation products are published	Substantially achieved Two of the 3 targets are met (achieving the 90% or greater target), or all 3 of the targets	Not achieved Two or more of the targets do not meet the thresholds for achieved or substantially achieved.	

within the required timeframes.	achieve a result between 80% and 90%.	
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Why we measure this	<p>This measure relates directly to key activity 2, measuring the timeliness in which non-investigation products are collected, analysed and made publicly available. This is the best way in which the ATSB is able to measure efficiency for non-investigation products.</p> <p>This measure also relates directly to our function under the TSI Act to receive and assess reports of transport safety matters, reportable matters, and other safety information.</p>
Type of measure	Output; timeliness (proxy for efficiency)
Methodology and data sources	<p>This measure includes aviation mandatory notifications but excludes rail and marine notifications. Aviation mandatory notifications are received directly by the ATSB and therefore we can measure the timeliness of publication for these matters. All rail and marine mandatory notifications are reported directly to the Office of the National Rail Safety Regulator (ONRSR) and the Australian Maritime Safety Authority (AMSA), respectively. These notifications are then reported by ONRSR and AMSA to the ATSB.</p> <p>Occurrence briefs provide opportunities to share important safety messaging and information with industry and the public in the absence of an investigation. Occurrence briefs are published on the ATSB website and are not considered an investigation under the TSI Act.</p> <p>REPCON is a voluntary and confidential reporting scheme administered by the ATSB. It allows any person who has an aviation, marine or rail safety concern to report it to the ATSB. The outcomes of these de-identified REPCON reports are then published directly on the ATSB website.</p> <p>The timeframe is calculated as the time taken from receipt of the report (or notification) to when the report or brief is published on the ATSB website.</p>
Changes from previous year	This is a new measure.

Key Activity 3: Influencing safety improvement

Desired outcome: Stakeholders are aware of and act on safety issues, messages and advice.

Performance measure 4:

Percentage of safety issues that are addressed within the required timeframes

Targets			
2025-26	2026-27	2027-28	2028-29
65% within 1 year	As per 2025-26	As per 2025-26	As per 2025-26
85% within 2 years			

Tolerances		
Achieved The percentage of safety issues that are addressed within 1 year is equal to or greater than 65% and those addressed within 2 years is equal to or greater than 85%.	Substantially achieved The percentage of safety issues that are addressed within 1 year is between 55% and 65%, and those addressed within 2 years is between 75% and 85%.	Not achieved The percentage of safety issues that are addressed within 1 year is less than 55%, and those addressed within 2 years is less than 75%.

Why we measure this	This measure relates directly to key activity 3, measuring the effectiveness of the ATSB in influencing safety action and improvement. The complexity of the safety issue identified plays a part in the timeliness in which they can be addressed by relevant stakeholders. The ATSB relies on its reputation and ability to influence to ensure that safety issues are addressed adequately and in a timely manner.
Type of measure	Effectiveness
Methodology and data sources	This measure analyses the time taken for safety issues to be addressed from occurrence and safety study investigations by the ATSB and rail occurrence investigations conducted on behalf of the ATSB by the Office of Transport Safety Investigations NSW and Chief Investigator Transport Safety Victoria. The calculation includes safety issues that have been adequately addressed (count of 1), and partially addressed (count of 0.5)
Changes from previous year	This measure has been updated slightly from the prior year. The wording of the measure and target have been amended to improve readability. Previously the measure was 'Number of safety issues that are addressed through safety action' and the targets were 65% of safety issues addressed in the last financial year and 85% of safety issues addressed in the previous financial year.

Performance measure 5:

Stakeholder engagement with ATSB safety messages

Targets			
2025-26	2026-27	2027-28	2028-29
Increased engagement with ATSB content on digital platforms	As per 2025-26	As per 2025-26	As per 2025-26
Tolerances			
Achieved There is an increase in engagement with ATSB content on digital platforms (the ATSB website and social media channels).	Substantially achieved Engagement with ATSB content on digital platforms (the ATSB website and social media channels) is maintained.	Not achieved There is a decrease in engagement with ATSB content on digital platforms (the ATSB website and social media channels).	

Why we measure this	<p>This is a proxy measure to measure the effectiveness and awareness of the ATSB's safety messages. It can be difficult to measure the impact or effectiveness of our activities and this is the best way the ATSB is able to measure the effectiveness of our safety messages.</p> <p>This measure demonstrates the ATSB's ability to reach a growing number of people through the release of safety content on our website and relevant social media channels. Increased engagement with safety messages is an indirect measure of awareness.</p>
Type of measure	Proxy effectiveness measure
Methodology and data sources	<p>Assessment of the number of people that ATSB safety messages reach through:</p> <ul style="list-style-type: none"> • page views on the ATSB website • views of safety information content on social media channels <p>2025-26 will be used to establish a baseline. An increase in engagement for future years will be determined based on the total number of views when compared to the prior year.</p>
Changes from previous year	This is a new measure.

Key Activity 4: Providing leadership in transport safety investigation

Desired outcome: We influence best practices nationally and internationally in transport safety investigation and reporting.

Performance measure 6:

Demonstrated contribution towards best practice in transport safety investigation and reporting

Targets			
2025-26	2026-27	2027-28	2028-29
<p>The ATSB demonstrates contribution through:</p> <ul style="list-style-type: none"> • improved education outcomes • enhancements in investigation techniques • domestic and international representation • assistance to investigations undertaken in other countries 			
Tolerances			
<p>Achieved</p> <p>There is evidence to demonstrate contribution towards all 4 elements of the measure.</p>	<p>Substantially achieved</p> <p>There is evidence to demonstrate contribution towards 3 of the 4 elements of the measure.</p>	<p>Not achieved</p> <p>There is evidence to demonstrate contribution to 2 or less elements of the measure.</p>	

Why we measure this	<p>This measure demonstrates the ATSB's contribution and leadership in transport safety investigation and reporting both nationally and internationally. This is demonstrated across 4 elements:</p> <ul style="list-style-type: none"> • how the ATSB contributes to building knowledge and education in the transport investigation space through our ongoing partnership with RMIT University • evidence of improvements and enhancements in investigation techniques and practices • how the ATSB contributes to and represents Australia in key international and domestic transport safety matters • the assistance the ATSB provides to external and international investigations.
Type of measure	Qualitative assessment of ATSB's contribution towards improvements in domestic and international transport safety investigation and reporting practices.
Methodology and data sources	This measure will involve an analysis of actions taken that demonstrate contribution towards the elements of the measure. This will involve a qualitative assessment of the actions taken, substantiated by evidence.
Changes from previous year	This is a new measure.

Appendices

Appendix A: Compliance requirements

The ATSB has prepared this corporate plan in accordance with the requirements of subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* and subsection 16E of 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(s)
Introduction <ul style="list-style-type: none">• Statement of preparation• reporting period for which the plan is prepared• reporting periods covered by the plan	3
Purposes	5
Key activities	8 - 9
Operating context <ul style="list-style-type: none">• Environment• Capability• Risk oversight and management• Cooperation	10 - 17
Performance	18 - 24

Appendix B: Summary of revisions to performance measures

The ATSB reviews performance measures regularly to ensure they remain fit for purpose and accurately demonstrate performance. The table below provides a summary of changes to performance measures from the previous corporate plan.

Previous performance measure (KPI)	New performance measure	Change	Rationale
Number of safety issues that are addressed through safety action.	Measure 4 Percentage of safety issues that are addressed within the required timeframes.	Wording updated	Provides greater clarity that the measure is calculated as a percentage.
Number of Systemic, Defined, and Safety Study investigations completed by the ATSB that identify safety issues.		Removed	Not considered a meaningful measure of performance.
Percentage of all investigations that identify at least one safety issue not already identified by others.		Removed	Not considered a meaningful measure of performance.
On an average annual basis, the ATSB will be conducting around twice the number of investigations as it has available investigators.		Removed	Not considered a meaningful measure of performance.
Median time to complete investigations.	Measure 1 Percentage of investigations completed within 18 months.	Wording updated	Streamlined to provide a consistent target across all investigation types.
Number of changes to the ATSB's published investigation findings over the previous financial year.		Removed	Not considered a meaningful measure of performance.
	Measure 2 Percentage of investigations that have a report published within 12 months.	New	Measures the timeliness information is made available to the public and relevant stakeholders.
	Measure 3 Percentage of non-investigation products that are published within set timeframes.	New	Measures important safety reporting mechanisms and data outside of investigations.
	Measure 5 Stakeholder engagement with ATSB safety messages.	New	Measures the level of engagement, consumption and reach of ATSB safety information which is an important indicator of awareness.
	Measure 6 Demonstrated contribution towards best practice in transport safety investigation and reporting.	New	Measures ATSB's leadership and influencing role across several elements.